



**Eastern Sierra Council of Governments (ESCOG)  
Joint Powers Authority Agenda**

**Friday, December 10, 2021, 8:30 a.m.**

**437 Old Mammoth Road, Suite Z, Mammoth Lakes**

**Members of the Board**

City of Bishop Councilmember Karen Schwartz - Chair,  
Town of Mammoth Lakes Councilmember John Wentworth - Vice Chair,  
Mono County Supervisor Stacy Corless, Mono County Supervisor Bob Gardner,  
Inyo County Supervisor Jeff Griffiths, Inyo County Supervisor Dan Tothoroh,  
City of Bishop Councilmember Jim Ellis, Town of Mammoth Lakes Councilmember Lynda Salcido

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Assistant Clerk at (760) 965-3615. Notification 48 hours prior to the meeting will enable the Town to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 13.102-35.104 ADA Title II)

NOTE: Materials related to an item on this agenda submitted after distribution of the agenda packet are available for public inspection in the Town Offices located at 437 Old Mammoth Road, Suite 230 during normal business hours. Such documents are also available on the ESCOG website at [www.escog.ca.gov](http://www.escog.ca.gov) subject to staff's ability to post the documents before the meeting.

NOTE: This will be a Zoom meeting and will be conducted pursuant to the provisions of Assembly Bill 361 (AB 361) which amends certain requirements of the Ralph M. Brown Act. It is strongly encouraged that you watch this meeting on the Town of Mammoth Lakes' (TOML) website at [www.townofmammothlakes.ca.gov](http://www.townofmammothlakes.ca.gov) or on TOML's local government cable channel 18. Public comments may be submitted to the ESCOG Clerk at [clerk@townofmammothlakes.ca.gov](mailto:clerk@townofmammothlakes.ca.gov) before and during the meeting or may be made via Zoom or in person.

**ZOOM INFORMATION**

Join from a PC, Mac, iPad, iPhone or Android device:

Please click this URL to join. <https://monocounty.zoom.us/j/92421427651>

Or join by phone:

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 346 248 7799 or +1 253 215 8782 or +1 646 876 9923 or +1 301 715 8592 or +1 312 626 6799 **\*To raise your hand press \*9, To Unmute/Mute press \*6**

Webinar ID: 924 2142 7651

International numbers available: <https://monocounty.zoom.us/j/92421427651>

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**1. CALL TO ORDER**

**2. PLEDGE OF ALLEGIANCE**

**3. PUBLIC COMMENTS**

Notice to the Public: This time is set aside to receive public comment on matters not calendared on the agenda. When recognized by the Chair, please state your name and address for the record and please limit your comments to three minutes. Under California law the Eastern Sierra Council of Governments Board is prohibited from generally discussing or taking action on items not included in the agenda; however, the Eastern Sierra Council of Governments Board may briefly respond to comments or questions from members of the public. Therefore, the Eastern Sierra Council of Governments Board will listen to all public comment but will not generally discuss the matter or take action on it.

**4. CONSENT AGENDA**

4.1. Approve the minutes of the Regular Meeting of October 8, 2021

4.2. Approve the minutes of the Special Meeting of November 5, 2021

4.3. Approve the minutes of the Special Meeting of December 3, 2021

4.4. Consideration of A Resolution of the Board of Directors of the Eastern Sierra Council of Governments Regarding the Need for Continued Virtual Meetings to Protect Public Health

**5. POLICY MATTERS**

5.1. Receive a Presentation from the Inyo County County Administrator's Office regarding preparation of a regional Comprehensive Economic Development Strategy (CEDS)

5.2. Consideration of an Agreement with the Rural County Representatives of California Revolving Loan Fund in the Amount of \$500,000

5.3. Consideration of a Collection Agreement Between the Eastern Sierra Council of Governments and the United States Department of Agriculture U.S. Forest Service Inyo National Forest

5.4. Consideration and Direction Regarding Proposal(s) received in response to the Eastern Sierra Pace and Scale Accelerator Project Management Request for Proposals

5.5. Discussion and direction to submit a Notice of Interest for the California Hazard Mitigation Program Funding Opportunity

5.6. Discussion and approval of 2022 ESCOG JPA Meeting Schedule

5.7. Receive an Update on the Sustainable Recreation and Tourism Initiative (SRTI)

**6. BOARD MEMBER/AGENCY REPORTS**

Informational reports from Member Agency representatives on committees, commissions, and organizations; general reports on Board Member activities

**7. REQUEST FOR FUTURE AGENDA ITEMS**

**8. ADJOURNMENT**

The ESCOG will adjourn to the next regular meeting scheduled to be held on February 11, 2022.



## **Eastern Sierra Council of Governments (ESCOG) - Joint Power Authority (JPA)**

### **Minutes of Regular Meeting**

**October 8, 2021, 8:30 a.m.**

**437 Old Mammoth Road, Suite Z, Mammoth Lakes**

Members Present: Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Tothoroh, Board Member Jim Ellis, Board Member Lynda Salcido

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#### **1. CALL TO ORDER**

The Chair called the meeting to order at 8:34 a.m. in the Council Chamber, 437 Old Mammoth Road, Mammoth Lakes. The members of the Board participated via videoconference.

#### **2. PLEDGE OF ALLEGIANCE**

Chair Karen Schwartz led the Pledge of Allegiance.

#### **3. PUBLIC COMMENTS**

There were no comments given at this time.

#### **4. ASSEMBLY BILL 361 (AB 361) FINDINGS**

##### **4.1 Discussion and direction regarding Brown Act Compliance under AB 361**

Legal Counsel Grace Chuchla outlined the information in the staff report.

Ms. Chuchla recommended that the Board hold a special meeting every 30 days to make the required findings as required by Assembly Bill 361 (AB 361) in order to comply with the Bill.

There was discussion between Ms. Chuchla, Executive Director Elaine Kabala and members of the Board.

Moved by Board Member Stacy Corless  
Seconded by Board Member Dan Totheroh

Adopt a resolution of the Board of Directors of the Eastern Sierra Council of Governments regarding the need for continued virtual meetings to protect public health per Assembly Bill 361 (AB 361).

For (8): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Totheroh, Board Member Jim Ellis, and Board Member Lynda Salcido

Carried (8 to 0)

## **5. CONSENT AGENDA**

Moved by Vice Chair John Wentworth  
Seconded by Board Member Jeff Griffiths

Approve the Consent Agenda

For (8): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Totheroh, Board Member Jim Ellis, and Board Member Lynda Salcido

Carried (8 to 0)

### **5.1 Approve the minutes of the Regular Meeting of August 13, 2021**

### **5.2 Consideration of Amendment #1 to the Agreement Regarding Clerical Services to be Provided by the Town of Mammoth Lakes to the Eastern Sierra Council of Governments Joint Powers Authority**

### **5.3 Consideration of A Resolution of the Eastern Sierra Council of Governments Designating the Town of Mammoth Lakes Town Office as the Office Place of Business for the Eastern Sierra Council of Governments**

## 6. **POLICY MATTERS**

### 6.1 **Consideration of Contract Amendment #2 for Administrative Services with Elaine Kabala**

Executive Director Elaine Kabala outlined the information in the staff report.

There was discussion between Ms. Kabala and members of the Board.

Moved by Board Member Bob Gardner

Seconded by Board Member Lynda Salcido

Approve Amendment #2 to the Agreement Between the Eastern Sierra Council of Governments and Elaine Kabala for the Provision of Administrative Services.

For (8): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Totheroh, Board Member Jim Ellis, and Board Member Lynda Salcido

Carried (8 to 0)

### 6.2 **Consideration of the Request for Proposals (RFP) for the Eastern Sierra Pace and Scale Accelerator Project Consultants and Formation of a Consultant Selection Subcommittee**

Executive Director Elaine Kabala outlined the information in the staff report.

There was discussion between Ms. Kabala and members of the Board.

Moved by Board Member Stacy Corless

Seconded by Vice Chair John Wentworth

Approve the Request for Proposals to Provide National Environmental Policy Act Project Management and Project Implementation Preparation Services for the Eastern Sierra Pace and Scale Accelerator and the Request for Proposals to Provide National Environmental Policy Act Services for the Eastern Sierra Pace and Scale Accelerator as presented, appoint Board Members Jeff Griffiths, Lynda Salcido, Stacy Corless and Jim Ellis to the Consultant Selection Subcommittee, and authorize Executive Director Elaine Kabala to negotiate agreements.

For (8): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Totheroh, Board Member Jim Ellis, and Board Member Lynda Salcido

Carried (8 to 0)

**6.3 Request Budget Modification to Obtain Professional Services to Provide Updates to the ESCOG Website and Email and Communication Platforms**

Executive Director Elaine Kabala outlined the information in the staff report.

SPEAKING FROM THE FLOOR:

Town of Mammoth Lakes (TOML) Town Manager Dan Holler spoke about specific situations that would be better served utilizing a Request for Qualifications (RFQ) versus a Request for Proposal (RFP). Mr. Holler discussed TOML's policy with regard to the dollar limit on agreements that he as the Town Manager was authorized to enter into without Council approval.

There was discussion between Legal Counsel Grace Chuchla, Mr. Holler, Ms. Kabala, and members of the Board.

Moved by Vice Chair John Wentworth

Seconded by Board Member Jim Ellis

Approve the request to amend the Fiscal Year 2021/22 Budget to reallocate \$10,000 for website and digital communications improvements as presented by staff.

For (8): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Totheroh, Board Member Jim Ellis, and Board Member Lynda Salcido

Carried (8 to 0)

**6.4 Consideration of A Resolution of the Eastern Sierra Council of Governments Authorizing an Application for Funding through the Sierra Nevada Conservancy for the Eastern Sierra Connected Communities Trails Network**

Executive Director Elaine Kabala outlined the information in the staff report.

There was discussion between Ms. Kabala and members of the Board.

Moved by Vice Chair John Wentworth

Seconded by Board Member Lynda Salcido

Adopt a Resolution of the Eastern Sierra Council of Governments Authorizing and Approving a Grant Application for the Sierra Nevada Conservancy Vibrant Recreation and Tourism Grant.

For (8): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Tothoroh, Board Member Jim Ellis, and Board Member Lynda Salcido

Carried (8 to 0)

**6.5 Receive an Update on the Fall 2021 Regional Housing Roundtable**

Executive Director Elaine Kabala gave an update on the Fall 2021 Regional Housing Roundtable.

There was discussion between Ms. Kabala and members of the Board.

**6.6 Receive an Update on the Sustainable Recreation and Tourism Initiative**

Executive Director Elaine Kabala gave an update on the Sustainable Recreation Tourism Initiative (SRTI) activities and potential funding opportunities.

Board Member Wentworth gave an update on the SRTI and presented a PowerPoint presentation outlining current SRTI activities.

Ms. Kabala discussed the potential establishment of a Comprehensive Economic Development Strategy (CEDS) for our region.

There was discussion between Ms. Kabala and members of the Board.



## **7. BOARD MEMBER/AGENCY REPORTS**

Board Member Jeff Griffiths reported that Inyo County had started the redistricting process and said that there had been a lot of change within the districts to the point that they were unbalanced and that some lines would need to be moved.

Board Member Bob Gardner reported that Mono County had started the redistricting process and said that they had a community meeting about it last night, and had developed an online tool that the public could utilize to create their own districts. Mr. Gardner said that the County's COVID numbers had declined compared to the mid-summer numbers. He said that Mono County Chief Administrative Officer Bob Lawton had worked with Inyo-Mono Integrated Water Management Program (IRWMP) Program Development Specialist Rick Kattlemann and IRWMP Program Director Holly Alpert to submit the California Fire Safe Council County Coordinator Grant application.

Board Member Stacy Corless said that she had been involved in several discussions with Rural Counties Representatives of California (RCRC) related to wildfire resilience and prevention and said that she had been appointed to a task force to work on solutions to improve communications, and said that she welcomed suggestions from members of the Board. Ms. Corless reported that the RCRC had voted to form a new Joint Powers Authority (JPA) focused on broadband development called Golden State Connect which Inyo and Mono Counties had voted to join.

Board Member Jeff Griffiths reported that a couple of counties had been added to the Sierra Nevada Conservancy which may cause the regions within the SNC to be adjusted.

Board Member John Wentworth gave an update on TOML's Town Council meeting this week and spoke about the makeup of the SNC and reported that the SNC may undergo a name change. Mr. Wentworth said that he had shared links with Executive Director Elaine Kabala to a series of webinars that the State had put on regarding funding for climate change which she could send out to the Board. He gave an update on The Parcel and spoke about poor direction coming from the State for rural areas, and discussed use of Transient Occupancy Tax (TOT) for housing and recreation.

Board Member Lynda Salcido gave an update on the Grand Jury report about housing in Mammoth Lakes and spoke about the Town's goal to improve communications, which included the revised weekly update that would be sent out via social media, email and print media.

Board Member Jim Ellis said that he attended the League of California Cities Conference last month and discussed the various sessions he had participated in. Mr. Ellis reported that the City of Bishop hired a Grant Writer Consultant, approved a cannabis dispensary and completed installation of new traffic lights. He said that Bishop Ford had closed and reported that Erick Schat passed away.

Chair Karen Schwartz reported that the first round of a graffiti ordinance had passed in Bishop.

There was discussion among members of the Board.

**8. REQUEST FOR FUTURE AGENDA ITEMS**

**9. ADJOURNMENT**

The meeting was adjourned at 10:07 a.m. to the next regular meeting schedule to be held on December 10, 2021.

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Angela Plaisted, Assistant Clerk



## **Eastern Sierra Council of Governments (ESCOG) - Joint Powers Authority (JPA)**

### **Minutes of Special Meeting**

**November 5, 2021, 8:30 a.m.**

**437 Old Mammoth Road, Suite Z, Mammoth Lakes**

Members Present: Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Tothoroh, Board Member Lynda Salcido

Members Absent: Board Member Stacy Corless, Board Member Jim Ellis

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#### **1. CALL TO ORDER**

Chair Karen Schwartz called the meeting to order at 8:35 a.m. in the Council Chamber at 437 Old Mammoth Road, Suite Z. Mammoth Lakes, CA. Members of the Board participated via videoconference.

#### **2. PLEDGE OF ALLEGIANCE**

Chair Karen Schwartz led the Pledge of Allegiance.

#### **3. PUBLIC COMMENTS**

There were no comments given at this time.

#### **4. ASSEMBLY BILL 361 (AB 361) FINDINGS**

##### **4.1 Discussion and direction regarding Brown Act Compliance under AB 361**

Executive Director Elaine Kabala outlined the information in the staff report.

Legal Counsel Grace Chuchla discussed the legal requirements of Assembly Bill 361.

There was discussion between Ms. Kabala, Ms. Chuchla and members of the Board.

There was consensus from the Board to continue to meet every 30 days to adopt a new resolution allowing the continuance of virtual meetings.

Moved by Vice Chair John Wentworth

Seconded by Board Member Dan Totheroh

Adopt the Resolution regarding the continuation of virtual meetings for the protection of public health pursuant to AB 361.

For (6): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Totheroh, and Board Member Lynda Salcido

Absent (2): Board Member Stacy Corless, and Board Member Jim Ellis

Carried (6 to 0)

**5. ADJOURNMENT**

The meeting adjourned at 8:46 a.m. to the next regular meeting scheduled to be held on December 10, 2021.

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Angela Plaisted, Assistant Clerk



## **Eastern Sierra Council of Governments (ESCOG) - Joint Powers Authority (JPA)**

### **Minutes of Special Meeting**

**December 3, 2021, 8:30 a.m.**

**437 Old Mammoth Road, Suite Z, Mammoth Lakes**

Members Present: Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Totheroh, Board Member Jim Ellis, Board Member Lynda Salcido

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#### **1. CALL TO ORDER**

Chair Karen Schwartz called the meeting to order at 8:32 a.m. in the Council Chamber at 437 Old Mammoth Road, Mammoth Lakes, CA. Members of the Board attended the meeting via videoconference.

#### **2. PLEDGE OF ALLEGIANCE**

Board Member Jeff Griffiths led the Pledge of Allegiance.

#### **3. PUBLIC COMMENTS**

Inyo-Mono Integrated Regional Water Management Program (IRWMP) Project Development Specialist Rick Kattelman requested that the ESCOG consider adding an item to their regular meeting next week regarding an upcoming wildfire grant related to creating defensible space and hardening public structures in our local jurisdictions. A notice of interest must be submitted during December to be considered for the grant.

#### **4. ASSEMBLY BILL 361 (AB 361) FINDINGS**

##### **4.1 Discussion and direction regarding Brown Act Compliance under AB 361**

Executive Director Elaine Kabala outlined the information in the staff report.

There was discussion between Ms. Kabala and members of the Board.

Moved by Board Member Jeff Griffiths  
Seconded by Board Member Stacy Corless

Adopt the Resolution of the Board of Directors of the Eastern Sierra Council of Governments Regarding the Need for Continued Virtual Meetings to Protect Public Health pursuant to Assembly Bill 361.

For (8): Chair Karen Schwartz, Vice Chair John Wentworth, Board Member Stacy Corless, Board Member Bob Gardner, Board Member Jeff Griffiths, Board Member Dan Tothoroh, Board Member Jim Ellis, and Board Member Lynda Salcido

Carried (8 to 0)

5. **ADJOURNMENT**

The meeting was adjourned at 8:37 a.m. to the next regular meeting scheduled to be held on December 10, 2021.

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Angela Plaisted, Assistant Clerk



## **Eastern Sierra Council of Governments (ESCOG) Joint Powers Authority Agenda**

### **STAFF REPORT**

**To:** ESCOG Joint Powers Authority

**From:** Grace Chuchla, ESCOG Counsel

**Subject:** Consideration of a resolution regarding virtual meetings for the protection of public health pursuant to AB 361

**Meeting date:** December 10, 2021

**Prepared on:** December 1, 2021

**Attachments:** A) Resolution of the Board of Directors of the Eastern Sierra Council of Governments Regarding the Need for Continued Virtual Meetings to Protect Public Health

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### **BACKGROUND/HISTORY:**

Since March 2020, legislative bodies in California have been permitted to meet virtually without following certain requirements of the Brown Act due to an executive order from Governor Newsom. That executive order expires on September 30, 2021, and in its place, the Governor has signed AB 361, which modifies the Brown Act in a manner to permit continued virtual meetings in certain circumstances.

During the special meeting held December 3, 2021, the ESCOG Board made certain findings by resolution that:

1. The Board has considered the circumstances of the state of emergency related to COVID-19 and declared by Governor Newsom.
2. The Board finds that the above-mentioned state of emergency directly impacts the ability of ESCOG to meet safely in person because in person meetings, particularly with the public present, increase the likelihood that COVID-19 will be transmitted throughout the community.
3. Local officials—specifically the Health Officers of Inyo and Mono Counties—continue to recommend measures to promote social distancing.

The Board agreed to meet every 30 days to make findings to continue virtual meetings as appropriate. The next Special Meeting is tentatively scheduled to be held on January 7, 2022.

### **BUDGET IMPACTS:**

None.

**LEGAL REVIEW:**

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

**RECOMMENDATION:**

Staff recommends that the Board adopt a resolution regarding virtual meetings for the protection of public health pursuant to AB 361.





## MONO COUNTY HEALTH DEPARTMENT

### Public Health

P.O. BOX 476, BRIDGEPORT, CA 93517 PHONE (760) 932-5580 • FAX (760) 932-5284

P.O. BOX 3329, MAMMOTH LAKES, CA 93546 PHONE (760) 924-1830 • FAX (760) 924-1831

To: Board of Supervisors

From: Bryan Wheeler, Director of Public Health

Re: Recommendation regarding Social Distancing and Virtual Meetings

Both Mono County “covering” Health Officer Dr. Rick Johnson and I strongly recommend that physical/social distancing measures continue to be practiced throughout our Mono County communities, including at meetings of the Board of Supervisors and other County-related legislative bodies subject to the Brown Act, to minimize the spread of COVID-19.

Whether vaccinated or not, positive individuals are contracting the Delta variant and infecting others in our communities. Social distancing and masking are crucial mitigation measure to prevent the disease’s spread. Virtual board meetings allow for the participation of the community, county staff, presenters, and board members in a safe environment, with no risk of contagion. It is recommended that legislative bodies in Mono County implement fully-remote meetings to the extent possible.

If you have any questions regarding this recommendation, please do not hesitate to contact me. We will continue to evaluate this recommendation on an ongoing basis and will communicate when there is no longer such a recommendation with respect to meetings for public bodies.

Exhibit A  
*County of Inyo*



**HEALTH & HUMAN SERVICES DEPARTMENT**

*Public Health, Suite 203-C  
1360 N. Main Street, Bishop CA 93514  
TEL: (760) 873-7868 FAX: (760) 873-7800*

**Marilyn Mann, Director**  
*mmann@inyocounty.us*

Date: September 23, 2021

To: Inyo County Local Agency Governing Bodies

From: Dr. James Richardson, Inyo County Public Health Officer

Re: Continued Recommendation Re Social Distancing and Remote Meetings

In order to help minimize the spread of COVID-19, I recommend that physical/social distancing measures continue to be practiced throughout our Inyo County communities, including at public meetings of the Board of Supervisors and other public agencies. Individuals continue to contract COVID-19 and spread the infection throughout our communities. Social distancing, masking, and vaccination are crucial mitigation measures to prevent the disease's spread. Remote public agency meetings allow for the participation of the community, agency staff, presenters, and board members in a safe environment, with no risk of contagion. As such, and since this disease negatively and directly impacts the ability of public agencies to conduct public meetings safely in person, it is my recommendation that local public agencies conduct their public meetings remotely.

This recommendation will remain in place until further notice.

Dr. James A. Richardson  
Inyo County Health Officer

**RESOLUTION NO. 2021-\_\_\_\_\_**

**A RESOLUTION OF THE BOARD OF DIRECTORS  
OF THE EASTERN SIERRA COUNCIL OF GOVERNMENTS  
REGARDING THE NEED FOR CONTINUED VIRTUAL MEETINGS TO  
PROTECT PUBLIC HEALTH**

**WHEREAS**, the COVID-19 pandemic continues to threaten the health and safety of communities within ESCOG’s jurisdiction since its inception in March 2020; and

**WHEREAS**, Governor Newsom has declared a state of emergency related to the COVID-19 pandemic; and

**WHEREAS**, the Health Officers for Inyo and Mono Counties have recommended social distancing and continued virtual meetings as a means to limit the spread of COVID-19, particularly the highly contagious Delta variant. These recommendations are attached hereto as Exhibit A.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of ESCOG that

1. The Board has considered the circumstances of the state of emergency related to COVID-19 and declared by Governor Newsom.
2. The Board finds that the above-mentioned state of emergency directly impacts the ability of ESCOG to meet safely in person because in person meetings, particularly with the public present, increase the likelihood that COVID-19 will be transmitted throughout the community.
3. Local officials—specifically the Health Officers of Inyo and Mono Counties—continue to recommend measures to promote social distancing.

**PASSED AND ADOPTED** 10th day of December, 2021 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST: \_\_\_\_\_

Secretary

\_\_\_\_\_  
Karen Schwartz  
Chairperson



## STAFF REPORT

**To:** ESCOG Joint Powers Authority

**From:** Elaine Kabala, ESCOG Staff

**Subject:** Memorandum of Understanding Between the Golden State Finance Authority and Eastern Sierra Council of Governments Regarding an Advancement of Funds for Public Purposes

**Meeting date:** December 10, 2021

**Prepared on:** December 2, 2021

**Attachments:** A) Memorandum of Understanding Between the Golden State Finance Authority and Eastern Sierra Council of Governments Regarding an Advancement of Funds for Public Purposes

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### **BACKGROUND/HISTORY:**

On June 15, 2021, the ESCOG was awarded a California Department of Fish and Wildlife (CDFW) Proposition 1 Watershed Restoration Grant & Delta Water Quality and Ecosystem Restoration Grant in the amount of \$3,384,269 for implementation of the Eastern Sierra Pace and Scale Accelerator. The CDFW Proposition 1 grant does not provide cash advances, and the ESCOG budget is insufficient to cover the cash flow requirements for initial quarterly invoices.

In 2019, the Rural County Representatives of California (RCRC) established the Golden State Finance Authority (GSFA) with the intent to finance projects to promote public safety and environmental protection, including forest resiliency and fire risk reduction. As described in the attached Memorandum of Understanding Between the Golden State Finance Authority and Eastern Sierra Council of Governments Regarding an Advancement of Funds for Public Purposes (MOU) (Attachment A), the fund would provide an advance of \$500,000 to the ESCOG on a revolving basis to perform the services of the CDFW grant award. The GSFA advance would need to be repaid within two years and would be available to the ESCOG to fulfill the scope of work for the CDFW Proposition 1 grant at 0% interest.

### **ANALYSIS/DISCUSSION:**

The GSFA advance is necessary to bridge the period between paying consultant invoices and receiving reimbursements from the CDFW, particularly for the first

quarterly invoices prior to receiving CDFW reimbursements. Staff has prepared estimated cash flow requirements for the CDFW Proposition 1 grant (Attachment B) and anticipates there will be sufficient cash flow as the ESCOG is reimbursed to repay the GSFA advance at the end of two years.

The ESCOG is empowered to incur debt secured by identified revenue pursuant to the ESCOG Sustainable Recreation and Ecosystem Management Program (SREMP), which was approved by all four member agencies. The GSFA loan is secured by the CDFW Proposition 1 grant. Staff has conferred with CDFW and they have provided there are no concerns with the ESCOG entering the GSFA MOU so long as grant invoices are submitted to C DFW by the ESCOG for expenses associated with the grant, the lender is not a party to the grant, and the CDFW is not a party to the MOU.

**BUDGET IMPACTS:**

The GSFA loan will provide a \$500,000 0% interest advance to the ESCOG secured by the awarded CDFW grant in the amount of \$3,384,269 to support successful project initiation and completion. The advance must be repaid in two years from the date of the agreement. There is sufficient grant funding to meet the obligations of the MOU.

**LEGAL REVIEW:**

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

**RECOMMENDATION:**

Staff recommends the Board approve the Memorandum of Understanding Between the Golden State Finance Authority and Eastern Sierra Council of Governments Regarding an Advancement of Funds for Public Purposes.

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
GOLDEN STATE FINANCE AUTHORITY  
AND  
EASTERN SIERRA COUNCIL OF GOVERNMENTS  
REGARDING AN ADVANCEMENT OF FUNDS FOR PUBLIC PURPOSES**

**THIS MEMORANDUM OF UNDERSTANDING** ("MOU") is dated **December 9, 2021** and made between **GOLDEN STATE FINANCE AUTHORITY** ("GSFA") and **EASTERN SIERRA COUNCIL OF GOVERNMENTS** ("ESCOG"). This MOU is made in reference to the following facts:

**RECITALS:**

- (a) GSFA is a joint powers authority organized and existing under Chapter 5 (commencing with Section 6500) of Division 7 of Title 1 of the Government Code, exercising powers common to its thirty-six member counties and all additional powers given to a joint powers entity under any of the laws of the State of California.
- (b) Under that certain *Amended and Restated Joint Exercise of Powers Agreement* dated November 1, 2019, GSFA is authorized to finance the preservation and rehabilitation of real property; and to establish and operate programs and projects to promote public safety, economic development, and environmental protection, including without limitation forest resiliency and wildfire risk reduction.
- (c) ESCOG is a joint powers authority organized and existing under Chapter 5 (commencing with Section 6500) of Division 7 of Title 1 of the Government Code, whose members include the Counties of Inyo and Mono, both full members of GSFA. ESCOG and its operations are located entirely within the boundaries of GSFA's member counties.
- (d) Under that certain *Joint Powers Agreement Establishing the Eastern Sierra Council of Governments as a Separate Legal Entity from its Member Agencies* dated January 7, 2020, ESCOG has the purposes and powers to identify and plan for the solution of selected regional issues requiring multi-governmental cooperation; and to apply for and receive funding for the planning and implementation of programs of regional impact or significance, and to implement such programs, as approved by its members.
- (e) ESCOG further has the power to contract and accept funds from other government agencies in connection with any program judged by the ESCOG Board to be relevant to its purposes, as approved by its members.

- (f) ESCOG has received a grant from the California Department of Fish and Wildlife to fund the "Eastern Sierra Pace & Scale Accelerator." The Accelerator will conduct environmental analyses for the Eastern Sierra Climate & Communities Resilience Project, a landscape-scale forest restoration project, as set forth in the *"NOTICE OF AWARD - 2021 Proposition 1 Watershed Restoration Grant & Delta Water Quality and Ecosystem Restoration Grant Programs"* issued by the Department of Fish and Wildlife on June 15, 2021.
- (g) The terms of this grant do not provide for advance payments sufficient to allow ESCOG to fully perform these services, and ESCOG must therefore expend its own funds in the performance of these services, and then subsequently obtain reimbursement under the grant. Delayed reimbursement under the grant causes financial hardship for ESCOG, and may impair ESCOG's ability to fully perform the foregoing services absent advance funding from another source.
- (h) GSFA and ESCOG have the power, common to both, to promote public safety and environmental protection within the Counties of Inyo and Mono by establishing and operating programs to provide forest resiliency and wildfire risk reduction, such as the Eastern Sierra Climate & Communities Resilience Project.
- (i) Under the Joint Exercise of Powers Act (Gov. Code, §§ 6500 et seq.), GSFA and ESCOG are authorized to enter into an agreement to jointly exercise any power common to both entities. Government Code section 6504 further provides that "advances of public funds may be made for the purpose set forth in the agreement, such advances to be repaid as provided in said agreement."
- (j) It is in the public interests of GSFA to assist ESCOG conducting the environmental analyses for the Eastern Sierra Climate & Communities Resilience Project, in order to allow ESCOG to fully perform these services and then obtain reimbursement from the California Department of Fish and Wildlife. Such an advancement of public funds will promote the public purposes of GSFA as set forth above.
- (k) The GSFA Board of Directors has approved Resolution Nos. 20-06, 20-08, and 21-05 establishing a revolving loan program for public projects in GSFA member counties consistent with the foregoing, and authorizing the GSFA Executive Director or designee to establish revolving loan program terms and approve program contracts and implementing documents.

**THEREFORE, THE PARTIES SHALL JOINTLY EXERCISE THEIR COMMON POWER AS FOLLOWS:**

1. Recitals Incorporated. The above recitals are true and correct, and are hereby incorporated into this MOU.
2. Authority. This MOU is authorized by Government Code sections 6500 et seq.

3. Amount and Conditions.
  - a. Pursuant to Government Code section 6504, GSFA shall provide an advance of up to \$500,000.00 (the "Borrowing Base") to ESCOG on a revolving basis. ESCOG may make one or more draws upon the advanced funds, provided that (1) the aggregate amount of all outstanding draws shall not exceed the Borrowing Base, (2) no draw shall remain outstanding for more than two years.
  - b. As a condition precedent to making any draws under this MOU, both of the following shall occur:
    - i. ESCOG shall provide GSFA with written documentation demonstrating that ESCOG has received final approval for the above-described Department of Fish and Wildlife grant, and that the Department of Fish and Wildlife is legally obligated to reimburse ESCOG for expenses incurred performing services under the grant.
    - ii. ESCOG shall provide GSFA with written documentation demonstrating that ESCOG has received any approvals from its members necessary for it to accept and repay the funds advanced hereunder, and to perform the services under the grant.
  - c. ESCOG shall use the funds advanced hereunder for the sole purpose of conducting environmental analyses for the Eastern Sierra Climate & Communities Resilience Project in accordance with the terms of the above-described Department of Fish and Wildlife grant.
  - d. In the event that either the Department of Fish and Wildlife grant is terminated for any reason, no further draws shall be made hereunder, and all outstanding draws shall immediately become due and payable.
4. No Interest. Any funds advanced to ESCOG pursuant to this MOU shall accrue interest to GSFA at the rate of 0% per annum.
5. Final Repayment. All outstanding draws shall be repaid to GSFA in full no later than \_\_\_\_\_, 202\_, and no further draws shall be made after that date.
6. Security. The account receivable constituting the security for repayment under this MOU is the anticipated revenue from the above-described Department of Fish and Wildlife grant, which revenue is hereby pledged to repayment of any funds advanced under this MOU. In addition, ESCOG pledges to repay GSFA from any and all revenue lawfully available to ESCOG for repayment, provided that such repayment shall not constitute a debt, liability, or obligation of ESCOG's member agencies.
7. Accounting. ESCOG shall maintain an accounting of all funds advanced pursuant to this MOU and shall provide any documentation and records to GSFA upon request.
8. Compliance with Law. ESCOG shall perform all functions related to the services or activities described herein in accordance with all applicable



federal, state, and local laws, ordinances, regulations, and rules, and in accordance with the terms of the aforementioned grants.

9. Independent Contractor. ESCOG shall, during the entire term of this MOU, be construed to be an independent contractor and nothing in this MOU is intended nor shall be construed to create an employer-employee relationship, a joint venture relationship, or to allow GSFA to exercise discretion or control over the professional manner in which ESCOG performs the services which are the subject matter of this contract. ESCOG staff performing services under this MOU shall at all times remain employees of ESCOG, and shall not be deemed employees of GSFA for any purpose. ESCOG shall be solely responsible for any and all compensation, payroll taxes, withholdings, workers' compensation and any other insurance or benefits of any kind for any ESCOG employee providing services under this MOU.
10. Indemnification. In lieu of and notwithstanding the pro rata risk allocation which might otherwise be imposed between the parties hereto pursuant to Government Code section 895.6, the parties agree that all losses or liabilities incurred by a party shall not be shared pro rata but instead the parties agree, pursuant to Government Code section 895.4, as follows:  
  
ESCOG shall hold harmless, defend, and indemnify GSFA and its affiliates, and their respective agents, officers, and employees, against all claims, suits, actions, costs, expenses (including but not limited to reasonable attorney's fees, expert fees, litigation costs, and investigation costs), damages, judgments or decrees arising from or relating to the performance of any services or activities provided for herein, except when the injury or loss is caused by the sole negligence or intentional wrongdoing of GSFA. ESCOG shall, at its own expense, defend any suit or action founded upon a claim of the foregoing.
11. Insurance. ESCOG shall secure and maintain in full force and effect during the full term of this MOU commercial general liability insurance or participation in a self-insurance program, including coverage for owned and non-owned automobiles and other insurance necessary to protect the public, with limits of liability of not less than \$1 million combined single limit bodily injury and property damage. Policies shall be written by carriers reasonably satisfactory to GSFA. On request, a certificate evidencing the insurance requirements of this paragraph shall be provided.
12. No Third Party Beneficiary. Nothing in this Agreement shall be construed to create any rights of any kind or nature in any other party not a named party to this Agreement.
13. Authorization. Each party executing this MOU and each person executing this MOU in any representative capacity, hereby fully and completely warrants to all other parties that he or she has full and complete authority

to bind the person or entity on whose behalf the signing party is purporting to act.

14. Entire Agreement/Amendments. This MOU supersedes all previous agreements or understandings, and constitutes the entire understanding between the parties with respect to the above referenced services, terms of compensation, and otherwise. This MOU shall not be amended, except in a writing that is executed by authorized representatives of both parties.
15. Governing Law and Venue. This agreement shall be deemed to be made in, and shall be governed by and construed in accordance with the laws of the State of California (excepting any conflict of laws provisions which would serve to defeat application of California substantive law). Venue for any action arising from this agreement shall be in Sacramento County, California.

**IN WITNESS WHEREOF**, GSFA and ESCOG have executed this Memorandum of Understanding on the day and year set forth below.

Date: \_\_\_\_\_

**GOLDEN STATE FINANCE AUTHORITY**

By: \_\_\_\_\_

**Executive Director**

Date: \_\_\_\_\_

**EASTERN SIERRA COUNCIL OF GOVERNMENTS**

By \_\_\_\_\_

**Chair, Board of Directors**

Eastern Sierra Council of Governments

2022 Eastern Sierra Pace and Scale Accelerator Estimated Cash Flow																													
Projected Spend (est)		January		February		March		April		May		June		July		August		Sept		Oct		Nov		Dec		Total 2022			
Pace and Scale Accelerator		\$	24,037	\$	48,073	\$	48,073	\$	96,147	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	128,196	\$	96,147	\$	64,098	\$	1,105,687		
Total		\$	24,037	\$	48,073	\$	48,073	\$	96,147	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	128,196	\$	96,147	\$	64,098	\$	1,105,687		
Projected Income (est)		January		February		March		April		May		June		July		August		Sept		Oct		Nov		Dec		Total 2022			
RCRC revolving loan fund		\$	500,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	500,000.00		
Inyo National Forest match				\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-		
Pace and Scale Accelerator		\$	24,037	\$	-	\$	-	\$	120,183	\$	-	\$	-	\$	336,513	\$	-	\$	-	\$	360,550	\$	-	\$	-	\$	-	\$	841,283.99
Total		\$	524,037	\$	-	\$	-	\$	120,183	\$	-	\$	-	\$	336,513	\$	-	\$	-	\$	360,550	\$	-	\$	-	\$	-	\$	1,341,283.99
Consolidated Profit Loss																													
Monthly Spend		\$	24,037	\$	48,073	\$	48,073	\$	96,147	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	128,196	\$	96,147	\$	64,098	\$	1,105,687		
Monthly Income		\$	524,037	\$	-	\$	-	\$	120,183	\$	-	\$	-	\$	336,513	\$	-	\$	-	\$	360,550	\$	-	\$	-	\$	-	\$	1,341,284
Repay RCRC Loan																												250,000	
Net		\$	500,000	\$	(48,073)	\$	(48,073)	\$	24,037	\$	(120,183)	\$	(120,183)	\$	216,330	\$	(120,183)	\$	(120,183)	\$	232,355	\$	(96,147)	\$	(314,098)	\$	(14,403)		
Monthly Cash Flow																													
Start		\$	-	\$	500,000	\$	451,927	\$	403,854	\$	427,890	\$	307,707	\$	187,524	\$	403,854	\$	283,670	\$	163,487	\$	395,841	\$	299,695				
End		\$	500,000	\$	451,927	\$	403,854	\$	427,890	\$	307,707	\$	187,524	\$	403,854	\$	283,670	\$	163,487	\$	395,841	\$	299,695	\$	(14,403)				

2023 Eastern Sierra Pace and Scale Accelerator Estimated Cash Flow																													
Projected Spend (est)		January		February		March		April		May		June		July		August		Sept		Oct		Nov		Dec		Total 2023			
Pace and Scale Accelerator		\$	64,098	\$	64,098	\$	64,098	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	128,196	\$	96,147	\$	64,098	\$	1,201,833		
Total		\$	64,098	\$	64,098	\$	64,098	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	128,196	\$	96,147	\$	64,098	\$	1,201,833		
Projected Income (est)		January		February		March		April		May		June		July		August		Sept		Oct		Nov		Dec		Total 2022			
RCRC revolving loan fund				\$	-	\$	-	\$	-	\$	-	\$	-			\$	-	\$	-	\$	-	\$	-	\$	-	\$	-		
Pace and Scale Accelerator		\$	288,440	\$	-	\$	-	\$	192,294	\$	-	\$	-	\$	360,549	\$	-	\$	-	\$	360,550	\$	-	\$	-	\$	-	\$	1,201,833.26
Total		\$	288,440	\$	-	\$	-	\$	192,294	\$	-	\$	-	\$	360,549	\$	-	\$	-	\$	360,550	\$	-	\$	-	\$	-	\$	1,201,833.26
Consolidated Profit Loss																													
Monthly Spend		\$	64,098	\$	64,098	\$	64,098	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	120,183	\$	128,196	\$	96,147	\$	64,098	\$	1,201,833		
Monthly Income		\$	288,440	\$	-	\$	-	\$	192,294	\$	-	\$	-	\$	360,549	\$	-	\$	-	\$	360,550	\$	-	\$	-	\$	-	\$	1,201,833
Repay RCRC Loan																												250,000	
Net		\$	224,342	\$	(64,098)	\$	(64,098)	\$	72,111	\$	(120,183)	\$	(120,183)	\$	240,366	\$	(120,183)	\$	(120,183)	\$	232,355	\$	(96,147)	\$	(314,098)	\$	(250,000)		
Monthly Cash Flow																													
Start		\$	(14,403)	\$	209,939	\$	145,841	\$	81,743	\$	153,854	\$	33,671	\$	(86,512)	\$	153,854	\$	33,670	\$	(86,513)	\$	145,841	\$	49,695				
End		\$	209,939	\$	145,841	\$	81,743	\$	153,854	\$	33,671	\$	(86,512)	\$	153,854	\$	33,670	\$	(86,513)	\$	145,841	\$	49,695	\$	(264,403)				

2024 Eastern Sierra Pace and Scale Accelerator Estimated Cash Flow																												
Projected Spend (est)		January		February		March		April		May		June		July		August		Sept		Oct		Nov		Dec		Total 2024		
Pace and Scale Accelerator		\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	64,098	\$	64,098	\$	64,098	\$	1,057,617			
Total		\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	64,098	\$	64,098	\$	64,098	\$	1,057,617			
Projected Income (est)		January		February		March		April		May		June		July		August		Sept		Oct		Nov		Dec		Total 2022		
RCRC revolving loan fund		\$	250,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250,000.00	
Pace and Scale Accelerator		\$	288,440	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	1,153,763.11	
Total		\$	538,440	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	1,403,763.11	
Consolidated Profit Loss																												
Monthly Spend		\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	96,147	\$	64,098	\$	64,098	\$	64,098	\$	1,057,617	
Monthly Income		\$	538,440	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	288,441	\$	-	\$	-	\$	1,403,763	
Repay RCRC Loan																									\$	250,000	\$	250,000
Net		\$	442,293	\$	(96,147)	\$	(96,147)	\$	192,294	\$	(96,147)	\$	(96,147)	\$	192,294	\$	(96,147)	\$	(96,147)	\$	224,343	\$	(64,098)	\$	(314,098)	\$	96,146	
Monthly Cash Flow																												
Start		\$	(264,403)	\$	177,890	\$	81,743	\$	(14,404)	\$	177,890	\$	81,743	\$	(14,404)	\$	177,890	\$	81,743	\$	(14,404)	\$	209,939	\$	145,841			
End		\$	177,890	\$	81,743	\$	(14,404)	\$	177,890	\$	81,743	\$	(14,404)	\$	177,890	\$	81,743	\$	(14,404)	\$	209,939	\$	145,841	\$	(168,257)			

2024 Eastern Sierra Pace and Scale Accelerator Estimated Cash Flow																	
Projected Spend (est)		January	February	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total 2024			
Pace and Scale Accelerator															\$	-	
Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-	
Projected Income (est)		January	February	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total 2022			
RCRC revolving loan fund			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Pace and Scale Accelerator		\$ 192,294	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,294.00	
Total		\$ 192,294	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,294.00	
Consolidated Profit Loss																	
Monthly Spend		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Monthly Income		\$ 192,294	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	192,294	
Repay RCRC Loan																\$ -	
Net		\$ 192,294	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,294	
Monthly Cash Flow																	
Start		\$ (168,257)															
End		\$ 24,037															



## STAFF REPORT

**To:** ESCOG Joint Powers Authority

**From:** Elaine Kabala, ESCOG Staff

**Subject:** Collection Agreement between the Eastern Sierra Council of Governments and the United States Department of Agriculture, US Forest Service Inyo National Forest

**Meeting date:** December 10, 2021

**Prepared on:** December 6, 2021

**Attachments:** A) Collection Agreement between the Eastern Sierra Council of Governments and the United States Department of Agriculture, US Forest Service Inyo National Forest

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### **BACKGROUND/HISTORY:**

On June 15, 2021, the ESCOG was awarded a California Department of Fish and Wildlife (CDFW) Proposition 1 Watershed Restoration Grant & Delta Water Quality and Ecosystem Restoration Grant in the amount of \$3,384,269 for implementation of the Eastern Sierra Pace and Scale Accelerator. It is the desired outcome of the project to establish a locally based Interdisciplinary Team (IDT) that will conduct third party NEPA for the project in collaboration the Inyo National Forest to be available for similar environmental services on a wide variety of projects in the future. The scope of work and budget in the CDFW grant agreement provide for

The scope of work and budget included in the CDFW grant specified tasks to ensure alignment between the IDT and Inyo National Forest. The purpose of the Collection Agreement between the Eastern Sierra Council of Governments and the United States Department of Agriculture, US Forest Service Inyo National Forest (Agreement)(Attachment A) is to document the contribution of funds from the ESCOG (as provide for by the CDFW grant) to support Forest Service staff to oversee, coordinate with, and provide guidance to the NEPA planning team.

The CDFW budget included \$228,692 for Forest Resource Specialists.

**ANALYSIS/DISCUSSION:**

The agreement requires the ESCOG to process payments in accordance with the financial plan (Attachment B), administer the CDFW grant, work with contractors hired under to execute CDFW grant to ensure the NEPA products meeting the standards of the U.S. Forest Service, meet with the U.S. Forest Service quarterly to discuss project progress, and ensure all necessary reports and documents, included the administrative record are completed.

The agreement require the U.S. Forest Service to make staff available consistent with the financial plan to engage with the contractors completing the NEPA analysis, work with the ESCOG to ensure regular public outreach, initiate consultation with regulatory agencies where that authority is not delegated to others to complete, work with the ESCOG to select appropriate contractors, and meet quarterly with the ESCOG to discuss project progress.

**BUDGET IMPACTS:**

The Agreement allocates \$228,692 to the Inyo National Forest for coordination and collaboration with the IDT consistent with the scope for work described in the CDFW grant and grant agreement. This funding is reimbursable through the CDFW grant.

**LEGAL REVIEW:**

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

**RECOMMENDATION:**

Staff recommends that the Board approve the Collection Agreement between the Eastern Sierra Council of Governments and the United States Department of Agriculture, US Forest Service Inyo National Forest.



FS Agreement No. - - -

Cooperator Agreement No. -

**COLLECTION AGREEMENT**  
**Between The**  
**EASTERN SIERRA COUNCIL OF GOVERNMENTS (ESCOG)**  
**And The**  
**UNITED STATES DEPARTMENT OF AGRICULTURE,**  
**U.S. FOREST SERVICE**  
**INYO NATIONAL FOREST**

This COLLECTION AGREEMENT is hereby entered into by and between the Eastern Sierra Council of Governments, hereinafter referred to as "ESCOG", and the United States Department of Agriculture (USDA), Forest Service, Inyo National Forest, hereinafter referred to as the "U.S. Forest Service," under the provisions of the Cooperative Funds Act of June 30, 1914 (16 U.S.C. 498 as amended by Pub. L. 104-127).

**Background:** The ESCOG received a grant from California Department of Fish and Wildlife to conduct environmental analyses for the Eastern Sierra Climate and Communities Resilience Project (ESCCRP), a landscape-scale forest restoration project, by establishing a locally based Interdisciplinary Team (IDT) that will conduct third party NEPA for the project. It is desired by the grantee, the Eastern Sierra Council of Governments (ESCOG), to enter a Professional Services Contract with this IDT so that the team will be available for similar environmental services on a wide variety of projects in the future. The Inyo National Forest has committed to investing significant time and resources into working with this new IDT to ensure alignment with the agency and yield improved environmental documents. The environmental review of the ESCCRP and the new IDT are key components that begin to address forest restoration pace and scale needs of the eastern Sierra, and they collectively comprise the need to enter into this collection agreement. Existing conventional approaches to environmental review are not working in our region. The Inyo National Forest does not have and does not anticipate having adequate personnel to complete environmental review for a project of this scale nor keep pace with current and growing needs forest wide. Furthermore, contracting with large out-of-area environmental consulting firms is prohibitively expensive, puts additional burdens on the agency, often yields sub-par NEPA documents, and further slows the pace of projects due to exhaustive fundraising required. This project was conceived as a means of overcoming these chronic obstacles.

**Title:** Collection Agreement with the ESCOG and the Inyo National Forest for Planning support for the Eastern Sierra Communities and Climate Resilience Project.

**I. PURPOSE:** The purpose of this agreement, and incorporated Financial Plan, is to document the voluntary contribution of funds from ESCOG to the U.S. Forest Service to support FS staff and leadership to oversee, coordinate with, and provide guidance to the NEPA planning team analyzing the Eastern Sierra Communities and Climate Resilience Project.

**Commented [A1]:** This document will auto populate the Cooperator's name throughout the document after you enter the desired name in 3 locations. Those locations are: the first paragraph, Section I (Purpose), and Section II Part A (Legal Authority). After you enter the desired name in each location hit the "TAB" key. This will trigger the auto populate function. The comments for the locations are in BOLD.

**Commented [A2]:** Insert FS agreement number using the following format: FY-CO-11RRU/US-XXX.

**Commented [A3]:** Insert cooperator agreement number, if applicable.

**Commented [A4]:** NOTE: All provisions in this instrument are mandatory, unless otherwise excepted.

**Commented [A5]:** Insert Cooperator's legal name.

**Commented [A6]:** Insert Forest Service Region/Station/Area/Institute name.

**Commented [A7]:** Insert Cooperator's legal name.

**Commented [A8]:** Insert Cooperator's shortened name or "Cooperator."

**Commented [A9]:** Insert Forest Service Region/Station/Area/Institute name.

**Commented [A10]:** Insert the appropriate authority(s):

1. Cooperative Funds Act of June 30, 1914 (16 U.S.C. 498 as amended by Pub. L. 104-127),
2. Granger-Thye Act of April 24, 1950,
3. Forest and Rangeland Renewable Resources Research Act of 1978, as amended;
4. Intergovernmental Cooperation Act of 1968, as amended,

Other

**Commented [A11]:** If applicable, insert historical, background information.

If not applicable, remove.

**Commented [A12]:** Insert title of agreement consistent with WorkPlan name/description and I-Web project title

**Commented [A13]:** Provide explanation on what the parties wish to accomplish.

**Commented [A14]:** Insert Cooperator's shortened name or "Cooperator." Be sure to include the article "the" if appropriate.

**Commented [A15]:** Document what we intend to do with the funds.

**II. THE ESCOG SHALL:**

- A. **LEGAL AUTHORITY.** The ESCOG shall have the legal authority to enter into this agreement, and the institutional, managerial, and financial capability to ensure proper planning, management, and completion of the project, which includes funds sufficient to pay the nonfederal share of project costs, when applicable.
- B. Perform in accordance with the Financial Plan.
- C. Upon presentation of a Bill for Collection, reimburse the U.S. Forest Service the amount agreed to in the Financial Plan.
- D. The ESCOG will administer the grant with CDFW and provide oversight of the subsequent grants, agreements, or contracts that provide for the NEPA planning for the Eastern Sierra Communities and Climate Resilience Project.
- E. The ESCOG will work with any contractors hired to execute the grant from California Department of Fish and Wildlife and the U.S. Forest Service to ensure that the NEPA products meet U.S. Forest Service standards and are delivered within the specified timeframes.
- F. The ESCOG will meet with the U.S. Forest Service, quarterly, to discuss progress and identify any challenges to meeting established timelines, and work with U.S. Forest Service staff and contractors to identify and implement solutions to meet those challenges.
- G. The ESCOG and its agents will work with U.S. Forest Service staff to review NEPA contract packages and select contractors that will work with the U.S. Forest Service to complete the NEPA analysis and oversee the NEPA specialists. The NEPA contractors will be required to complete all necessary specialist reports, documents required for USFWS consultation or SHPO consultation, NEPA documents and decision documents, and the administrative record.

**III. THE U.S. FOREST SERVICE SHALL:**

- A. **REIMBURSABLE BILLING.** The maximum total cost liability to the ESCOG for this agreement is \$228,692.00. The U.S. Forest Service shall bill ESCOG quarterly as of December 31, March 31, June 30, and September 30 for funds sufficient to cover the costs for the specific payment period. All reimbursement billings must be completed within the same fiscal year as U.S. Forest Service expenditures. Overhead is assessed at the rate of 12 percent.

Billings must be sent to: Janet Dutcher  
Eastern Sierra Council of Governments  
c/o Mono County  
PO Box 556

**Commented [A16]:** Insert Cooperator's shortened name or "Cooperator."

**Commented [A17]:** Insert Cooperator's shortened name or "Cooperator." Be sure to include the article "The" if appropriate.

**Commented [A18]:** From the drop down box, choose either: 'reimburse' or 'deposit with' depending whether advance or reimbursement.

**Commented [A19]:** Fully describe all other work, tasks, studies, funding reimbursements, collections, inspections, consultations and cooperation the Cooperator will perform.

**Commented [A20]:** Mandatory provision if not using advance billing provision.

**Commented [A21]:** Insert appropriate response: monthly, quarterly, semi-annually, or annually. ASC RACA will automatically bill on a monthly cycle unless another cycle is identified in the agreement.

**Commented [A22]:** Enter dates for quarterly (December 31, March 31, June 30, and September 30 or earlier if earlier fiscal year cutoff in September is established by Forest Service), semi-annually (March 31, and September 30 or earlier) or annually (September 30 or earlier).

**Commented [A23]:** Insert the FS burden/overhead rate. Enter 'shall not be assessed' if burden is not applicable.

**Commented [A24]:** Enter Cooperator's name, name of point of contact, and mailing address to which billing documents should be sent.





Bridgeport, CA 93517

The U.S. Forest Service is required to issue bills for expenditures incurred under reimbursable agreements at the end of or prior to the end of each fiscal year. Therefore, an out-of-cycle bill may be received by ESCOG.

B. **SPECIAL BILLING REQUIREMENTS – FINANCIAL DOCUMENTATION**

Reimbursable billings shall be issued at the prescribed frequency based on expenditures recorded in the U.S. Forest Service accounting system for work performed. Bills for Collection reflect an aggregate amount for the billing period. U.S. Forest Service Transaction Register listing itemized expenses will be provided with each bill. Provision of the Transaction Register or other supporting documentation accompanying individual bills will be limited to agreements over \$2,500.00, and only when ESCOG requirements are clearly defined within this clause.

The special billing requirements are:

C. **SPECIAL BILLING REQUIREMENTS – PROGRAM DOCUMENTATION**. The U.S. Forest Service Program Manager shall provide ESCOG with a written report that meets ESCOG's specific documentation requirements.

D. Perform in accordance with the attached Financial Plan.

- A. The U.S. Forest Service will make available, staff, consistent with the financial plan, to engage with the contractors completing the NEPA analysis, in order to seek early alignment with the third-party contractor. The U.S. Forest Service will identify all the requirements to be completed through the NEPA process and ensure this is clear to ESCOG and all contracted parties. This will include providing staff that will provide oversight of the documentation, including but not limited to, reviewing documents, providing comments, attending meetings, Identifying needed field inventories.
- B. The U.S. Forest Service will work with the ESCOG to regularly update the public about the progress and solicit input from the public as required by NEPA. Public notification and communications will be approved by the U.S. Forest Service.
- C. The U.S. Forest Service will be responsible for initiating consultation with regulatory agencies where that authority is not delegated to others to complete (i.e., SHPO, USFWS).
- D. The U.S. Forest Service will work with the ESCOG to review contract packages and select the appropriate contractors to complete this work.
- E. The U.S. Forest Service will meet with the ESCOG, quarterly, to discuss progress and identify any challenges to meeting established timelines, and work with the ESCOG staff and contractors to identify and implement solutions to meet those challenges.

**Commented [A25]:** Optional for CO, if the cooperator requires financial documentation with each bill. This provision alerts ASC-RACA that the Forest Service shall provide transaction registers with any billing to the cooperator under this agreement.

Also, Choose one of the following: with each bill, upon project completion, or annually

**Commented [A26]:** Insert special billing requirements here, such as whether the billing requirements are either with each bill, upon project completion, or annually.

**Commented [A27]:** Optional provision if the Cooperator requires an accomplishment or program report with each BFC. This provision alerts ASC-RACA that the Forest Service must coordinate BFCs with the PM for submission to the Cooperator.

**IV. IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE PARTIES THAT:**

- A. **PRINCIPAL CONTACTS.** Individuals listed below are authorized to act in their respective areas for matters related to this agreement.

**Principal Cooperator Contacts:**

Cooperator Program Contact	Cooperator Administrative Contact
Name: Elaine Kabala Address: Eastern Sierra Council of Governments c/o Town of Mammoth Lakes PO Box 1609 City, State, Zip: Mammoth Lakes, CA 93546 Telephone: 323-652-0390 FAX: Email: <a href="mailto:ekabala@escog.ca.gov">ekabala@escog.ca.gov</a>	Name: Elaine Kabala Address: Eastern Sierra Council of Governments c/o Town of Mammoth Lakes City, State, Zip: Mammoth Lakes, CA 93546 Telephone: 323-652-0390 FAX: Email: <a href="mailto:ekabala@escog.ca.gov">ekabala@escog.ca.gov</a>

**Principal U.S. Forest Service Contacts:**

U.S. Forest Service Program Manager Contact	U.S. Forest Service Administrative Contact
Name: Nathan Sill Address: 351 Pacu Ln. City, State, Zip: Bishop, CA, 93514 Telephone: 626-698-8996 FAX: Email: <a href="mailto:Nathan.sill@usda.gov">Nathan.sill@usda.gov</a>	Name: Aaron Stout Address: City, State, Zip: Telephone: 530-955-5712 FAX: Email: <a href="mailto:aaron.stout@usda.gov">aaron.stout@usda.gov</a>

- B. **FOREST SERVICE LIABILITY TO THE COOPERATOR.** The United States shall not be liable to The ESCOG for any costs, damages, claims, liabilities, and judgments that arise in connection with the performance of work by the U.S. Forest Service or its contractors under this agreement, including but not limited to damage to any property owned by The ESCOG or any third party.
- C. **REFUNDS.** Funds collected in advance by the U.S. Forest Service, which are not spent or obligated for the project(s) approved under this agreement, may be refunded to ESCOG, authorized for use for a new agreement by ESCOG, or waived by ESCOG. A

**Commented [A28]:** May be changed to accommodate additional contacts.

**Commented [A29]:** Insert ALL of the requested information below. If information is unavailable, then make a good-faith effort to obtain.

**Commented [A30]:** Insert ALL of the requested information below. If information is unavailable, then make a good-faith effort to obtain.

**Commented [A31]:** This language is **mandatory** if citing Section 5 of the Granger-Thye Act or Intergovernmental Cooperation Act. Provision is **optional** for other cited authorities.



Data Universal Numbering System (DUNS) number and registration in the System for Award Management (SAM) by ESCOG may be necessary to process a refund. Due to processing costs, any balance less than \$25 shall not be refunded to ESCOG.

- D. **PUBLIC NOTICES.** It is the U.S. Forest Service's policy to inform the public as fully as possible of its programs and activities. The ESCOG is/are encouraged to give public notice of the receipt of this agreement and, from time to time, to announce progress and accomplishments. Press releases or other public notices should include a statement substantially as follows:

" [redacted] of the U.S. Forest Service, Department of Agriculture, [redacted] "

The ESCOG may call on the U.S. Forest Service's Office of Communication for advice regarding public notices. The ESCOG is/are requested to provide copies of notices or announcements to the U.S. Forest Service Program Manager and to the U.S. Forest Service's Office of Communications as far in advance of release as possible.

- E. **MEMBERS OF CONGRESS.** Pursuant to 41 U.S.C. 22, no member of, or delegate to, Congress shall be admitted to any share or part of this agreement, or benefits that may arise therefrom, either directly or indirectly.

- F. **FREEDOM OF INFORMATION ACT (FOIA).** Public access to agreement records must not be limited, except when such records must be kept confidential and would have been exempted from disclosure pursuant to Freedom of Information regulations (5 U.S.C. 552). Requests for research data are subject to 2 CFR 215.36.

Public access to culturally sensitive data and information of Federally-recognized Tribes may also be explicitly limited by P.L. 110-234, Title VIII Subtitle B §8106 (2009 Farm Bill).

- G. **PARTICIPATION IN SIMILAR ACTIVITIES.** This agreement in no way restricts the U.S. Forest Service or ESCOG from participating in similar activities with other public or private agencies, organizations, and individuals.

- H. **ENDORSEMENT.** Any of ESCOG's contributions made under this agreement do not by direct reference or implication convey U.S. Forest Service endorsement of ESCOG's products or activities.

- I. **NOTICES.** Any communication affecting the operations covered by this agreement by the U.S. Forest Service or ESCOG will be sufficient only if in writing and delivered in person, mailed, or transmitted electronically by e-mail or fax, as follows:

To the U.S. Forest Service Program Manager, at the address specified in the agreement.

**Commented [A32]:** Optional provision if the FS PM anticipates that the project/activity is of public interest and requests that the provision be included in the award.

**Commented [A33]:** Insert program name, e.g. "International Programs."

**Commented [A34]:** Briefly describe the Forest Service program, the activity or activities associated with this agreement, and any other relevant information.

**Commented [UFS35]:** Optional

**Commented [A36]:** The parties may negotiate the following, additional, text, "...", and does not by direct reference or implication convey the Cooperator's endorsement of the Forest Service products or activities."



To ESCOG, at ESCOG's address shown in the agreement or such other address designated within the agreement.

Notices are effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

- J. **COLLABORATION.** The U.S. Forest Service and ESCOG may mutually agree to collaborate in the review of draft publications, interpretive signs, manuscripts, and other printed material and audiovisuals prior to completion. This agreement, in and of itself, does not authorize ESCOG's participation in the project.
- K. **USE OF U.S. FOREST SERVICE INSIGNIA.** In order for ESCOG to use the U.S. Forest Service insignia on any published media, such as a Web page, printed publication, or audiovisual production, permission must be granted from the U.S. Forest Service's Office of Communications (Washington Office). A written request will be submitted by Forest Service **INYO NATIONAL FOREST** to the Office of Communications Assistant Director, Visual Information and Publishing Services prior to use of the insignia. The U.S. Forest Service **INYO NATIONAL FOREST** will notify The ESCOG when permission is granted.
- L. **U.S. FOREST SERVICE ACKNOWLEDGED IN PUBLICATIONS, AUDIOVISUALS, AND ELECTRONIC MEDIA.** The ESCOG shall acknowledge U.S. Forest Service support in any publications, audiovisuals, and electronic media developed as a result of this agreement.
- M. **PROPERTY IMPROVEMENTS.** Improvements placed by The ESCOG on National Forest System land at the direction or with the approval of the U.S. Forest Service become property of the United States. These improvements are subject to the same regulations and administration of the U.S. Forest Service as would other national forest improvements of a similar nature. No part of this agreement entitles The ESCOG to any interest in the improvements, other than the right to use them under applicable U.S. Forest Service regulations.
- N. **PURCHASE OF ASSETS.** Any assets (such as equipment, property, or improvements) purchased by the U.S. Forest Service with ESCOG's contributions shall become the property of the U.S. Forest Service.
- O. **NONDISCRIMINATION STATEMENT – PRINTED, ELECTRONIC, OR AUDIOVISUAL MATERIAL.** The ESCOG shall include the following statement, in full, in any printed, audiovisual material, or electronic media for public distribution developed or printed with any Federal funding.

*In accordance with Federal law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. (Not all prohibited bases apply to all programs.)*

**Commented [A37]:** Optional provision

**Commented [A38]:** Mandatory provision **IF** the Cooperator anticipates producing any media with the Forest Service shield. The proposed use should be described in the Scope of Work.

**Commented [A39]:** Mandatory provision **IF** development of publications or production of audiovisuals, or if information is shared via electronic format (including websites), is anticipated.

**Commented [A40]:** Mandatory provision **IF** property improvements result from a project on NFS lands.

*Do not use this provision if improvements are owned by the Cooperator and covered under another instrument such as a Special Use Permit or license.*

**Commented [A41]:** Mandatory provision **IF** property improvements result from a project on NFS lands.

*Do not use this provision if improvements are owned by the Cooperator and covered under another instrument such as a Special Use Permit or license.*

**Commented [A42]:** Mandatory provision **IF** development or publication of any printed, on-line, or audiovisual materials is anticipated.



**To file a complaint alleging discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington DC 20250-9410 or call toll free voice (866) 632-9992, TDD (800)877-8339, or voice relay (866) 377-8642. USDA is an equal opportunity provider and employer.**

If the material is too small to permit the full statement to be included, the material must, at minimum, include the following statement, in print size no smaller than the text:

*"This institution is an equal opportunity provider."*

- P. TERMINATION FOR COLLECTION AGREEMENTS. Either party, in writing, may terminate this agreement in whole, or in part, at any time before the date of expiration. The U.S. Forest Service shall not incur any new obligations for the terminated portion of this agreement after the effective date of termination and shall cancel as many obligations as possible. Full credit must be allowed for U.S. Forest Service expenses and all non-cancelable obligations properly incurred up to the effective date of termination.
- Q. DEBARMENT AND SUSPENSION. The ESCOG shall immediately inform the U.S. Forest Service if they or any of their principals are presently excluded, debarred, or suspended from entering into covered transactions with the Federal Government according to the terms of 2 CFR Part 180. Additionally, should ESCOG or any of their principals receive a transmittal letter or other official Federal notice of debarment or suspension, then they shall notify the U.S. Forest Service without undue delay. This applies whether the exclusion, debarment, or suspension is voluntary or involuntary.
- R. MODIFICATIONS. Modifications within the scope of this agreement must be made by mutual consent of the parties, by the issuance of a written modification signed and dated by all properly authorized, signatory officials, prior to any changes being performed. Requests for modification should be made, in writing, at least 60 days prior to implementation of the requested change. The U.S. Forest Service is not obligated to fund any changes not properly approved in advance.
- S. COMMENCEMENT/EXPIRATION DATE. This agreement is executed as of the date of the last signature, and is effective through 5 years at which time it will expire. The expiration date is the final date for completion of all work activities under this agreement.
- T. AUTHORIZED REPRESENTATIVES. By signature below, each party certifies that the individuals listed in this document as representatives of the individual parties are authorized to act in their respective areas for matters related to this agreement. In witness whereof, the parties hereto have executed this agreement as of the last date written below.

ELAINE KABALA, Executive Director  
Eastern Sierra Council of Governments

Date

**Commented [UFS43]:** Insert 30, 60, or 90 days.

**Commented [A44]:** Insert expiration date. Not to exceed 5 years.

**Commented [A45]:** The signature block may be changed to accommodate additional signatories.

**Commented [A46]:** Insert date of signature.

**Commented [A47]:** Insert Cooperator signatory official's positional title.



USDA, Forest Service

OMB 0596-0217  
FS-1500-11

LESLEY YEN, Forest Supervisor  
U.S. Forest Service, Inyo National Forest

Date

Commented [A48]: Insert date of signature.

The authority and format of this agreement have been reviewed and approved for signature.

AARON STOUT  
U.S. Forest Service Grants Management Specialist

Date

Commented [A49]: Insert date of signature.

Commented [A50]: Insert Grants Management Specialist's name (in CAPS).

#### Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0217. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free (866) 632-9992 (voice). TDD users can contact USDA through local relay or the Federal relay at (800) 877-8339 (TDD) or (866) 377-8642 (relay voice). USDA is an equal opportunity provider and employer.



## **Eastern Sierra Council of Governments (ESCOG) Joint Powers Authority Agenda**

### **STAFF REPORT**

**To:** ESCOG Joint Powers Authority

**From:** Elaine Kabala, ESCOG Staff

**Subject:** Consideration and Direction Regarding Proposal(s) received in response to the Eastern Sierra Pace and Scale Accelerator Project Management Request for Proposals

**Meeting date:** December 10, 2021

**Prepared on:** December 3, 2021

**Attachments:** A) Whitebark Institute Proposal for the Eastern Sierra Pace and Scale Accelerator Project Management Services

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### **BACKGROUND/HISTORY:**

The Eastern Sierra Council of Governments (ESCOG) issued a request for proposals (RFP) seeking a qualified consultant to provide comprehensive project management services for the oversight of implementation of the Eastern Sierra Pace and Scale Accelerator project. The RFP was noticed on October 20, 2021 for thirty days, and the ESCOG received one proposal from the Whitebark Institute of Interdisciplinary Environmental Sciences ( the Whitebark Institute).

### **ANALYSIS/DISCUSSION:**

The scope of work described in the RFP includes project management and administration, assisting with selection of the environmental planning consultant and overseeing the environmental planning team for all NEPA scope of work activities, and all grant reporting requirements. The project manager will also be responsible for coordinating CEQA compliance preparation, public education and outreach for the project, planning for local workforce development for project implementation, and developing a financing and marketing plan for project implementation. A primary goal of the Eastern Sierra Pace and Scale Accelerator is establish local environmental planning capacity to facilitate future landscape management and sustainable recreation projects in the future.

The Whitebark Institute's proposal demonstrated thorough understanding of the scope of the Eastern Sierra Pace and Scale Accelerator project, as well as the ESCOG's intent to build a project accelerator for environmental planning and implementation projects. The project team is exceptionally qualified to fulfill the scope of work. The project budget proposed by the

Whitebark Institute is within the budget provided for in the CDFW grant for the associated tasks.

**BUDGET IMPACTS:**

The budget provided for in the CDFW grant is \$475,654. The budget proposed by the Whitebark Institute to provide project management services is \$466,614.50.

**LEGAL REVIEW:**

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

**RECOMMENDATION:**

Staff requests the ESCOG Board review the proposal for Project Management Services and direct staff to prepare and execute a Professional Services Agreement with the Whitebark Institute for an amount not-to-exceed \$466,614.50.





## EASTERN SIERRA PACE & SCALE ACCELERATOR

Project Management Services

### CONTACT

PHONE:  
(760) 709-2212

WEBSITE:  
<http://whitebarkinstitute.org>

EMAIL:  
[holly@whitebarkinstitute.org](mailto:holly@whitebarkinstitute.org)

Ms. Elaine Kabala  
Executive Director  
Eastern Sierra Council of Governments  
P.O. Box 1609  
Mammoth Lakes, CA 93514

Dear Ms. Kabala,

Please find the Whitebark Institute of Interdisciplinary Environmental Sciences' proposal for project management services for the ESCOG's *Eastern Sierra Pace & Scale Accelerator*. We feel the Whitebark Institute is uniquely suited to this role and would be honored to continue our work to build both community and climate resilience in the eastern Sierra.

Our proposal outlines a collaborative, stakeholder-driven approach that builds seamlessly off the work begun by the Plumas Corporation and the Regional Forest and Fire Capacity Program to launch the Eastern Sierra Climate & Communities Resilience Project. The awarding of this contract would allow us to continue our work, with the ESCOG as a critical partner, to build long-overdue capacity in the eastern Sierra, beginning with addressing the significant bottleneck of environmental compliance, via the *Eastern Sierra Pace & Scale Accelerator*.

Our approach goes beyond the fundamental needs of this grant proposal and acknowledges the criticality of strong regional partnerships in order to make *The Accelerator* a success. It also highlights our parallel efforts for planning tasks not included in this work scope that are fundamental to the ESCCRP's success, as well as our work in other communities in the Eastern Sierra focused on community wildfire protection and education.

Please find the following contents of our proposal:

1. Scope of work understanding
2. Technical approach
3. Qualifications of personnel
4. Past performance
5. Cost proposal
6. Appendix A: Staff resumés

We appreciate the opportunity to work with the ESCOG on this important effort and are excited to help realize the important change *The Accelerator* can bring to the eastern Sierra.

*Holly Alpert*

Holly Alpert, Ph.D.



## Eastern Sierra Pace & Scale Accelerator- Project Management Services

*Submitted by: The Whitebark Institute of Interdisciplinary Environmental Sciences*

### Contents

1. Scope of Work Understanding.....	2
2. Technical Approach by Task.....	3
Task 1: Project Management .....	3
Task 2: IDT Development .....	4
Task 3: Implementation Preparation .....	5
Local Workforce Development .....	6
Sustainable Finance & Marketing Plan .....	6
Outreach & Education Plan.....	7
CEQA Preparation .....	7
Whitebark Institute’s continued role in ESCCRP .....	8
Biomass Utilization.....	9
Project Prioritization .....	9
Operational Considerations .....	9
3. Qualifications of Proposed Personnel.....	9
4. Past Performance.....	10
5. Cost Proposal: .....	13
Budget Justification by Position.....	13
Contact Information.....	14
6. Appendix A: Staff Resumes and Position Descriptions.....	15

## 1. Scope of Work Understanding

The intent of the Eastern Sierra Pace & Scale Accelerator (*The Accelerator*) is clear: to build local environmental planning capacity to take on the region's largest forest restoration project to date – the Eastern Sierra Climate and Communities Project (ESCCRP) - given the U.S. Forest Service is challenged in performing this work due to funding and capacity shortfalls. By investing in the development of a local interdisciplinary team (IDT), this new workforce can then be available to perform similar analyses on any future Eastern Sierra Council of Governments (ESCOG) projects that fall within the Sustainable Recreation & Ecosystem Management Program (SREMP), addressing a longstanding barrier to completing important projects for regional resilience in the eastern Sierra.

The development of a local environmental planning team will create efficiencies and earn buy-in from the Inyo National Forest (INF) by aligning this new team with the mentorship of the INF's internal IDT with special attention to local resource protection priorities and philosophies. By making this investment, the INF hopes to improve the quality of environmental documents from third party consultants, which over time will help to lighten the environmental planning burden on the INF.

Management of this project will require a comprehensive and high-level view of *The Accelerator* project and a full understanding of the ESCCRP, with constant attention and adaptation to dynamic funding and political environments. This includes but is not limited to a thorough and evolving understanding of the technical, managerial, and financial challenges of both projects, partner and subcontractors' strengths and weaknesses, as well as current and future policies that will impact project success. *The Accelerator* will test the strength of our collaborative prowess in the eastern Sierra and help prepare the Whitebark Institute (Whitebark) and our eastside partners for the escalating challenges of living and working in a changing climate.

The most critical task of the Project Manager for *The Accelerator* will be the appointment of the Environmental Planning Services consultant, a foundational component of the team required to complete environmental analyses for the ESCCRP. Above and beyond this team's technical ability to perform NEPA analyses for the ESCCRP is the willingness to listen and respond to the INF's planning needs, which will begin to build trust among INF, ESCOG, and the third-party IDT. The IDT consultant will be responsible for delivering the appropriate environmental planning documents necessary to yield a NEPA decision by the land management agency. Included in the environmental planning services work scope are all necessary permits, specialist reports/assessments, effects analyses, or otherwise required studies and documents to result in a Federal Record of Decision for the ESCCRP.

Moreover, the ESCCRP has parallel needs to ensure that the project is prepared adequately for meeting the desired implementation schedule as defined by ESCCRP stakeholder-derived [goals and objectives](#). These needs are currently being delineated in a comprehensive needs

assessment for the ESCCRP, with Phase I planning funds from the Sierra Nevada Conservancy. Task 3 of this RFP identifies four of the seven programmatic areas of the needs assessment in which work will need to be done to position the ESCCRP for successful implementation. If awarded this Project Management contract, Whitebark would be responsible for overseeing the completion of these planning areas, including CEQA planning to prepare the project to be eligible for State funding, comprehensive outreach/education to residents and visitors alike, monitoring plan development, local workforce development, and adoption of a long-term sustainable finance and marketing plan. The other three programmatic areas, identified in the needs assessment but not included in Task 3 of this work scope, are biomass utilization, project prioritization, and other operational considerations when working at a landscape scale. Whitebark Institute, through INF, has secured funding through a CAL FIRE California Climate Investments (CCI) grant to advance these other project needs for the ESCCRP.

Given the current fire trajectory in the State of California and the climate projections for the State, which include increased temperatures and more extreme weather events, every minute counts. Following through on each of the focal area work plans as described in the ESCCRP needs assessment is critical to ensure project success. Whitebark's approach to ensuring that these parallel efforts are successfully completed is further explained in a task-by-task summary below.

## 2. Technical Approach by Task

Whitebark Institute staff is committed to continuing the stakeholder-driven planning process begun by Plumas Corporation and funded by the Sierra Nevada Conservancy as part of the Phase I Planning effort for the ESCCRP. We pride ourselves on the level of professional courtesy extended to our partners and describe our technical approach by task below.

### Task 1: Project Management

Managing a complex project like *The Accelerator* will take a qualified team that understands the local political landscape, has established relationships on the ground, is well versed in the management of complex projects and program development, and can assemble the appropriate personnel to implement the work scope as outlined in the ESCOG's CDFW grant agreement.

Whitebark will use Airtable cloud-based project management software to input and share all tasks, deliverables, timelines, and budget line-item expenditures within the current work scope with ESCOG so that all parties can obtain real-time updates on project progress. We will work to establish this system early and provide access to ESCOG staff and partners as desired. Whitebark will also establish standardized meeting frequencies with all partners to ensure good communication flows on items not well represented in the project management software. All progress reports, permits, data requirements, and environmental documents will be provided to ESCOG within previously agreed-upon timelines to allow for review prior to submission to CDFW. Any needs for amendments to the project scope, budget, or timeline will be

communicated at the earliest possible date to ESCOG once understood by the Whitebark Project Manager, and we will work closely with ESCOG staff to strategize the most efficient approach to any potential amendment needs.

Whitebark will work under the Eastern Sierra Wildfire Alliance (ESWA; a program established under the Regional Fire and Forest Capacity Program) to continue ESCCRP stakeholder communications via quarterly meetings and regular updates on the [ESWA website](#). Whitebark staff members have invested significant resources in the development and upkeep of this website as a valuable tool for communication with ESCCRP stakeholders and other eastern Sierra community members working on and concerned about wildfire and ecosystem health. Transparency of our work, including project progress and challenges, is an important value to Whitebark Institute staff and will help to promote community support for both the ESCCRP and *The Accelerator*.

Whitebark staff, through previous natural resources-related work, has established relationships with all relevant ESCCRP stakeholders and partners. Whitebark will make every effort to meet early in the project with all staff, subcontractors, and partners to identify roles and responsibilities as well as deliverable timelines, so the project can begin moving in the right direction from inception, and lines of communication and program processes are clearly identified.

### Task 2: IDT Development

Selecting the appropriate environmental planning team for the ESCOG's needs is of paramount importance not only for the ESCCRP but the entire ESCOG Sustainable Recreation & Ecosystem Management Program. Indeed, supporting the nascent SREMP was one overarching goal and intent of *The Accelerator*. The leadership capability of the IDT and its ability to respond to INF planning needs are of critical importance to the success and sustainability of this work.

#### **Task 2.A: Selection of Environmental Planning sub-consultant**

1. Assemble interagency RFP Review Committee to evaluate bids for environmental planning services to include ESCOG, INF, BLM, and Project Management staff.
2. Define scoring rubric and weighted metrics with which to evaluate proposals
3. Independently evaluate proposals
4. Convene RFP Review Committee to compare and discuss evaluation results
5. Collaboratively make environmental planning services selection using evaluation metrics and scoring rubric as defined in step 2.

#### **Task 2.B: Set up alignment and training program with INF environmental planning staff**

1. Work with INF to identify institutional barriers that need improvement to make *The Accelerator* model work
2. Identify desired team building opportunities, challenges, and strategies given known personalities and players

3. Establish preferred communication channels between INF and third-party IDT to include meeting frequency, scope, roles, and responsibilities
4. Define critical milestones needed to meet grant deliverables and create consistent check-ins to ensure milestones are achieved
5. Host INF IDT introductory meeting with INF leadership to introduce project concept and a new era of environmental planning through “shared stewardship”. Explore challenges and opportunities with INF staff and collaboratively identify bottlenecks and specific challenges perceived.
6. Host third-party IDT introductory meeting series to review and discuss INF Land Management Plan, CDFW contract scope, project deliverables, timelines, roles and responsibilities, agency authority, and emphasis of supporting role to the land management agency. Solicit and document perceived bottlenecks and challenges.
7. Host project kickoff retreat with both INF and third-party IDTs. Include in-the-field specialist activities and team-building exercises. Review critical content from introductory meetings and discuss perceived challenges from both parties as a way to begin dialogue on potential remedies. Include unstructured time to allow relationship development.
8. Identify critical components of third-party “Contractor Package” (a package containing all guidance necessary for third-party consultants to perform environmental planning work on the INF). Work with both IDTs to customize and improve package to fit INF planning needs and produce a template for future projects
9. Work to identify barriers and associated tools to help specialists communicate across disciplines
10. Identify mentoring expectations, scheduling, field trips, shadowing opportunities, and establish efficiencies between two IDTs
11. Identify professional development opportunities to continue to build skills and share lessons learned via conferences, etc.
12. Adaptively manage tasks above to respond to dynamic workforce changes anticipated over the project performance period

**Task 2.C: Document and share lessons learned/provide content**

1. For maximum use of this project to serve as a replicable model to other USFS units and regions, document progress/ lessons learned on a quarterly basis
2. Assemble quarterly lessons learned into final executive summary and provide recommended improvements and/or next steps to improve the model used for *The Accelerator*
3. Present lessons learned at one or more professional conferences

**Task 3: Implementation Preparation**

Under the Phase I Planning grant awarded by the Sierra Nevada Conservancy to Plumas Corporation to launch the Eastern Sierra Climate & Communities Resilience Project, a

foundational needs assessment was launched to engage stakeholders to begin to understand the complexity and extent of a landscape scale forest restoration effort in the eastern Sierra. Stakeholder-led working groups assembled during the summer of 2021 on a variety of topics and developed draft work plans that will help guide project management for the next three years in preparation for fully scaled-up implementation operations by 2024/2025. The job of the Project Manager will be to follow the guidance laid out in the work plans, make fundamental progress toward successful implementation of the ESCCRP in alignment with the project's goals and objectives, and adapt and expand work plans as dictated by the dynamic needs of the project. A summary of the topic-focused work from these planning teams is included below and will guide the technical approach to preparing the ESCCRP for success under Task 3.

#### Local Workforce Development

- Recognize and address key uncertainties about future of forest restoration work in eastern Sierra
  - Secure biomass development contract to ensure a viable solution is in place
  - Draft and adopt a sustainable funding plan for ESCCRP
  - Execute stewardship contract with USFS to assure feedstock supply over time
  - Work to understand optimal contract lengths that balance workforce security and financial efficiencies while maintaining high quality of work
- Understand barriers to expanding and maintaining forestry sector business in eastern Sierra using technical, financial, and managerial assessments
- Identify programs, pathways and incentives that support forestry sector workforce development and helps remove barriers identified in the task above.
- Acknowledge specific tribal workforce opportunities and needs and work with appropriate partners to develop and implement a tribal workforce program
- Assess current and desired future capacity
- Build and foster relationships with reputable contractors outside of the region, once capacity gaps are well understood

#### Sustainable Finance & Marketing Plan

- Identify ESCCRP Finance Advisory Team (made up of key beneficiaries)
- Identify meaningful metrics and acres of interest by beneficiary
- Work to better understand real project costs to define funding targets
- Define optimal fundraising schedules
- Identify/build appropriate entity to oversee and manage funds raised to support ESCCRP implementation
- Pursue innovative financial mechanisms to help fund implementation
  - Carbon trading markets
  - Water markets
  - Insurance markets



- Foster and promote programs and events to fundraise and promote community support for the project
- Work with INF Leadership Team to understand internal USFS funding potential
- Track legislative progress and eventual roll-out to aid in forest restoration funding
  - Federal Infrastructure bill
  - SHRED Act- Ski Hill Resources for Economic Development Act
  - CA- SB-1122- BIOMAT – Requires purchase of power from forest residuals at a premium
  - CA AB-322 CEC Requirements for contributions to Wildfire mitigation

#### Outreach & Education Plan

Whitebark has received two separate grants that work toward funding outreach and education efforts for the ESCCRP totaling approximately \$30,000 to date. With the award of the Project Management contract with the ESCOG, we would be optimally positioned to begin a robust effort toward implementing this important work through a concerted effort among various grants. Furthermore, Whitebark is committed to the local eastside communities and will continue to actively pursue additional funding opportunities to fulfill this fundamental need. Whitebark staff would be charged to lead the implementation of the stakeholder-driven work plan which includes the basic goal of building understanding and support for the Eastern Sierra Climate & Communities Resilience Project, and more broadly the case for ecological forest restoration on our National Forest lands, as an integral effort toward building climate resilience. Initial tasks for this work as identified by ESCCRP stakeholders include but are not limited to:

1. Development of outreach materials targeted to a wide variety of audiences, including Spanish-language translation
2. Public presentations
3. Specialized workshops for community leaders
4. Tribal outreach
5. Home/business owner education surrounding home hardening and defensible space
6. K-12 education curriculum inserted into various school programs
7. Partnering with other eastern Sierra organizations to extend the reach of education messaging
8. Development of a demonstration forest

#### CEQA Preparation

CEQA is not required for restoration projects on Federal lands, unless, however, State funding is being used to implement. The ESCCRP will absolutely need to be eligible for State funding and as a result will require CEQA. Early potential complexities for identifying a local lead agency were realized in the early planning phases of the ESCCRP, and Whitebark has requested that ESCOG investigate its ability to serve in this capacity.

At present, annual approval of the SB 901 CEQA exemption is a low-cost pathway to complete CEQA on NEPA-ready projects on Federal land but will require a lead agency to file the



necessary documents. Whitebark staff intends to work closely with State funding partners to track the viability of SB901 into the future as a low cost, administratively efficient first alternative.

Given the uncertainty surrounding the continuation of SB 901, Whitebark will work to identify potential backup plans to address CEQA planning needs. NEPA/CEQA crosswalks are likely the next best alternative. Whitebark will work with ESCCRP project partners to identify eligible and/or willing lead agencies and funding opportunities to support this necessary step in the planning process. Our hope is that efforts on this topic will provide a pathway for other community wildfire protection projects that largely include Federal land but will need State funding to be realized. Future implementation grants from CAL FIRE, Sierra Nevada Conservancy, and other State agencies may provide opportunities for these funders to serve as the lead agency but may be limited to the acres submitted in each funding round. Exploring the most cost-effective and administratively simple avenue for streamlining the CEQA process for the ESCCRP will be a top priority.

There are also several non-federal small parcels that have been adopted into the ESCCRP as part of the early planning process, all of which will require CEQA. Whitebark will be overseeing both planning and implementation of these units under the INF's CCI grant. CEQA will be completed by a subcontracted, Registered Professional Forester for these lands as part of the CCI grant funded work. This opportunity will allow our staff an intimate view of the CEQA planning process on non-federal lands. If other non-federally owned units are proposed for inclusion in the ESCCRP, we can apply what we learned on these acres to address any other CEQA planning needs outside of federal ownership. These approaches may utilize CAL FIRE's Programmatic EIR or a variety of CEQA exemptions relevant to fire prevention on parcels under 300 acres.

Based off findings and experience gained from tasks performed above, Whitebark will identify CEQA planning budget needs and associated work scope for ESCCRP and will seek out optimal funding pathways for each alternative identified.

### Whitebark Institute's continued role in ESCCRP

As mentioned previously, Whitebark staff recently helped the INF secure implementation funding for select NEPA ready acres within the ESCCRP under CAL FIRE's CCI Forest Health grant program. At present, Whitebark is working to execute a stewardship agreement with the Inyo National Forest to oversee approximately \$2 million in contracts to further advance planning for the ESCCRP as well as manage the implementation of 772 of the 2100 proposed acres. The planning efforts we expect to oversee within the CAL FIRE work scope fill out the entirety of the programmatic needs assessment as previously mentioned and are from topical areas not covered by Task 3 of this work scope. These additional tasks provide the full complement of planning areas required to position the ESCCRP for implementation success and are further described below.

### Biomass Utilization

Although not explicitly stated in *The Accelerator's* scope of work, managing a project like the ESCCRP without a concerted focus on biomass utilization would be a fatal oversight. Whitebark staff is currently partnering with TSS Consultants and California Trout under grants from National Fish and Wildlife Foundation (NFWF) and CAL FIRE to solve for the biomass conundrum in the eastern Sierra. Projects across the Sierra are challenged both environmentally and economically when nearby biomass facilities are insufficient. Talking about pace and scale needs without acknowledging the challenges of biomass for a forest restoration project of this size is untenable. Whitebark Institute will help to continue to guide biomass technology assessment, recommendations, and development included in these parallel works scopes to support ESCCRP and SREMP projects. We are committed to continue to push this issue forward in recognition that some type of proven technology is an absolute necessity for the region's economic and environmental sustainability.

### Project Prioritization

Whitebark is currently also working with the Spatial Informatics Group (SIG) and other stakeholders to aid in the prioritization of ESCCRP units as a critical first step in the planning process. We have identified a three-tiered prioritization pathway and have funding to conduct this work through the Sierra Nevada Conservancy and CAL FIRE. This process helps to meet current [ESCCRP Objective #3](#), to create a science-driven, adaptable prioritization framework.

### Operational Considerations

The Whitebark Institute/Plumas Corporation Project Manager is also currently working with the Inyo National Forest and other subcontracted partners under the current Sierra Nevada Conservancy funding to address other operational considerations for landscape-level forest restoration work. While this task has yet to be performed, it speaks directly to Whitebark's commitment to the ESCCRP, and our role as a key implementation partner to the Inyo National Forest on this critical resilience project.

## 3. Qualifications of Proposed Personnel

Whitebark staff has more than two decades of project and program management experience dealing with complex natural resource-related issues in the eastern Sierra. Our team is well-versed in tracking project progress, budgets, schedules, and work scopes and a wide variety of subcontracted services to meet the ever-changing needs of challenging projects. Our staff has built solid relationships with eastern Sierra partners to be well-positioned to navigate this novel pace and scale campaign to prioritize landscape restoration and climate and community resilience projects. Whitebark staff also possesses the unique vantage of having been intimately involved in the launch of the ESCCRP and have worked tirelessly to develop and safeguard the important relationships that will prove essential to this project's success. We have included resumes for our staff in the appendix to this proposal application to comprehensively address our collective qualifications. We intend to hire the Outreach & Education position as an outcome of this award and have included the position description we intend to use to recruit also in the appendix.

## 4. Past Performance

The Whitebark Institute was born out of long endured capacity shortfalls in the eastern Sierra, coupled with years of observation of a surplus of talent in search of meaningful work, in a place where passion for the natural environment runs high. Although a nascent organization, the Whitebark Institute is the convening of several passionate individuals with well-established roots in the eastern Sierra whose experience and dedication to this place can be used as a proxy for Whitebark Institute's past performance. Brief summaries of Whitebark staff respective work portfolios follow with additional information contained with resumes in the appendix included with this proposal package. Also contained in our resumes in the appendix are references from past clients and superiors so that ESCOG may verify our past professional performance.

### **Holly Alpert Ph.D.- Executive Director**

Dr. Alpert founded the Whitebark Institute in 2015 as a way to provide institutional backing for important interdisciplinary environmental problem-solving efforts. Dr. Alpert has been working in natural resources research, planning, and management in the eastern Sierra since 2003. In 2008, Dr. Alpert began working with the Inyo-Mono Integrated Regional Water Management Program (IRWMP), a stakeholder-driven effort supported by Department of Water Resources (DWR) grants to plan for and manage water projects at a regional scale. Dr. Alpert has managed over \$5 million in grant funding through the IRWMP and has been the Program's Director since 2016. Sixteen water infrastructure and ecosystem protection projects have been funded through the IRWMP, including two projects for area Tribes and 10 projects benefitting disadvantaged communities. Because of her experience with the IRWMP, Dr. Alpert was hand-selected in 2020 by the Sierra Nevada Conservancy for her years of experience in and commitment to the eastern Sierra to lead the Regional Fire and Forest Capacity Program for the SNC's east subregion. She has over a decade-long solid track record of program and project administration, management, and capacity building with a focus on supporting local Tribes and disadvantaged communities in the region. Her grant- and project-management experience includes:

- "Working from the Home Outwards" defensible space and home hardening education – Southern California Edison, 2021
- 40 Acres Community Fuel Reduction – CAL FIRE CCI Fire Prevention Grant
- Enhancing Community Wildfire Protection Planning in Inyo County – CAL FIRE CCI Fire Prevention Grant
- Regional Forest and Fire Capacity Planning Grant – Sierra Nevada Conservancy, 2020-present
- IRWM Prop. 1 Round 1 Implementation Grant – DWR, 2020
- IRWM Prop. 1 Disadvantaged Communities Involvement Grant – DWR, 2018

- IRWM Prop. 84 2015 Round Implementation Grant – DWR, 2016
- IRWM Prop. 84 Round 2 Planning Grant - DWR, 2014
- IRWM Prop. 84 Disadvantaged Communities pilot project - DWR, 2013
- IRWM Prop. 84 Round 1 Planning Grant - DWR, 2011

**Janet Hatfield – Project Manager**

Since 2011, Ms. Hatfield has worked on a wide variety of projects relevant to restoration actions in the Sierra Nevada. The list below gives a snapshot of her grant-supported work portfolio and does not include work where she has worked in a supporting role to other partners on similar projects. Prior to her non-profit work, Ms. Hatfield worked for the National Park Service and Bureau of Land Management for 14 years, 12 of which were in Fire Management. Within the fire organization, Ms. Hatfield's focus was on aviation and prescribed fire operations and planning. Through the course of her project portfolio, Ms. Hatfield has accumulated a wide breadth of skills that suit her to continuing to manage the ESCCRP. In aggregate, these projects have exposed Ms. Hatfield to many of the unique challenges of managing a wide array of projects from planning through implementation, resulting in creative and collaborative approaches to her work. Ms. Hatfield was exposed to project management through the owner/builder process where she designed, built, and managed the construction of her home in Swall Meadows in 2008.

- Eastern Sierra Climate & Communities Resilience Project – Inyo National Forest, CAL FIRE CCI, Forest Health Grant, Phase I Implementation, 2021 (pending execution)
- Eastern Sierra Climate & Communities Resilience Project – Inyo National Forest, Sierra Nevada Conservancy, Phase I Planning- 2020
- Hydrologic Assessment and Development of Conceptual Restoration Design for Redwood Meadow-Planning – Sequoia National Monument, Kern Community Foundation, 2019
- Sierra Meadow Wetland and Riparian Area Monitoring Plan Development and Horse Meadow Restoration Project – Sequoia National Monument, Monitoring/Planning – Wildlife Conservation Board, 2018
- Sierra Meadows Strategy Implementation- Sierra wide, Planning, R5 USFS, 2017
- Developing a Protocol for Net Carbon Sequestration from Restoration of Eastern Sierra Meadows-Research/Implementation – Multiple USFS Units, CDFW, Agreement #: PI49600100 -2015
- West Walker River/Pickle Meadow Restoration Planning – Humboldt-Toiyabe National Forest, CDFW, Agreement #: D1660001- 2016
- Restoring Meadows, Fish and Ecosystem Health in the Walker River Basin-Humboldt-Toiyabe National Forest, Planning - NFWF, 2015
- June Mountain Whitebark Pine Restoration Project - Inyo National Forest - Phase I Implementation - NFWF, 2016

- Prioritizing Meadow Restoration for Kern River Rainbow Trout Recovery - Sequoia National Forest – Planning - NFWF, 2016
- Upper Owens River Non-Point Source Water Quality Project - Investigative Study – Town of Mammoth Lakes, Inyo National Forest, Lahontan Regional Water Quality Control Board, 2012
- Inyo-Mono Integrated Regional Water Management Program -Inyo Mono Counties, Numerous Planning & Implementation Projects - Department of Water Resources, 2011-2014
- Fire Management Planning - Lead Author on Fire Management Plans across Alaska to include the following National Park Service administrative units in accordance with [Director's Order 18](#): Katmai National Park and Preserve and Alagnack Wild River, Wrangell St. Elias National Park and Preserve, Gates of the Arctic National Park and Preserve, Noatak National Preserve, Kobuk Valley National Park, and Bering Land Bridge National Preserve – 2000-2010

**Kelsey Glastetter- Project Coordinator**

In 2021 Ms. Glastetter was selected as the Sierra Corps Forestry Fellow for the ESCCRP, a program funded through the Sierra Nevada Conservancy and administered by the Sierra Nevada Alliance. She joined the team in January 2021 and has been exposed to all facets of early project planning as well as an unexpected round of implementation funding from CAL FIRE. Ms. Glastetter has embraced the challenges and been an integral component to the ESCCRP. Her diverse role includes stakeholder meeting administration, web development and maintenance, grant administration, proposal development, map production, report writing, and any other tasks in support of project management of the ESCCRP. Whitebark's commitment to building capacity can be seen in our investment in Ms. Glastetter, as we fully recognize future generations of natural resource professionals will need to be adequately prepared to carry the torch into the future. The Sierra Corp Forestry Fellowship Program has helped us realize the importance of this investment in young leaders. Ms. Glastetter's attention to detail and willingness to work outside of institutional norms makes her a perfect complement to the Whitebark Institute team.

- Eastern Sierra Climate & Communities Resilience Project- Forestry Fellow, 2021- present
- Aspen Ecology Technician- Bisbing Lab of Forest Ecology, 2020
- Field Crew Lead / Field Botanist, Ecosystem Management INC., 2018
- Sudden Oak Death Project Research Technician, Cal Poly SLO & CAL FIRE, 2017-2018

## 5. Cost Proposal:

Whitebark Institute Project Management Services Budget						
Personnel	Project Manager	Project Coordinator	Executive Director	Outreach & Education	Program Administrator	Totals
Hourly Rate	\$95	\$42	\$100	\$65	\$50.00	
<b>Budget by Task</b>						
Task 1- Project Mgmt	840	1840	50		200	\$178,754.00
Task 2- IDT Development	490	440	125			\$81,015.00
Task 3- Imp Prep	995		45	800		\$161,600.00
Subtotal Hours	2325	2280	220	800	200	\$421,369.00
<b>Subtotal Personnel</b>	<b>\$220,875</b>	<b>\$95,760</b>	<b>\$22,000</b>	<b>\$52,000</b>	<b>\$10,000</b>	<b>\$400,635.00</b>
<b>Operating Costs</b>						
Travel						\$ 9,760.00
Software						\$ 1,100.00
Conferences						\$ 2,700.00
Printing						\$ 8,000.00
Office Supplies						\$ 1,000.00
Venue Rental						\$ 1,000.00
<b>Operating Cost Subtotal</b>						<b>\$ 23,560.00</b>
<b>Indirect Cost Recovery 10%</b>						<b>\$42,419.50</b>
<b>Project Management Services Total Budget</b>						<b>\$466,614.50</b>

### Budget Justification by Position

Project Manager (PM)	Project management budget is based off current status of ESCCRP, and further planning progress needed to be prepared to implement at the desired pace of 2,000 acres annually no later than 2025. Work in this role will include but is not limited to: convene quarterly ESCCRP stakeholder meetings, coordinate all subcontracted work, ensure field work study completions, complete quarterly reports and final report, disseminate project information and lessons learned via public meetings and conferences, assist in the recruitment and selection of the ESCOG's environmental planning service needs, coordinate with ESCOG Executive Director, INF, and third-party IDT on project progress and issues, and troubleshoot barriers to project success and use a collaborative approach to identify solutions. The PM will also lead all aspects of project planning as identified in the stakeholder-derived needs assessment under this proposal to include: local workforce development planning, development of a sustainable funding plan, development of science based prioritization framework, outreach & education strategies, identification of economically efficient pathway for CEQA planning, coordinating research and monitoring interests, and subsequent fundraising to secure technical assistance as identified for each of the focal areas needs as described. This budget explicitly acknowledges the unique challenges of this work in the eastern Sierra and is not easily compared to other rural regions in the Sierra Nevada. PM will work outside the scope of this agreement to secure additional grant funding as needed to support the comprehensive ESCCRP planning needs.
Project Coordinator	The Project Coordinator works to support all components of project management at the request of the Project Manager. Work will include ESCCRP stakeholder meeting summaries, website updates and management, tracking project progress, milestones and deliverables via Airtable to support project management, progress reporting assistance, meeting logistics and venue coordination and event planning, data upload to EcoAtlas, partner communications and coordination, required signage installation, and other duties as assigned to support ESCCRP

	planning progress. Estimates for this budget are based off project coordinator positions hours allocations on other large collaborative restoration projects in the Sierra and from Project Manager direct experience having worked in similar roles on past projects.
Executive Director	The Executive Director will oversee the work of all Whitebark Institute staff members as described and provide institutional guidance as necessary. Work will include review of all contracts for services, employee hiring selections, HR and budget guidance and oversight, and overall programmatic support and partner relations for the ESCCRP team.
Program Administrator	Conducts routine human resources and accounting services to include reviewing and entering payroll, review and acceptance of invoices, approval and issuance of paychecks, financial tracking via QuickBooks and other financial management software, and quarterly financial reports to Executive Director.
Outreach & Education Coordinator	Leads implementation of a robust outreach and education work plan as developed in the ESCCRP needs assessment. Appoints various other staff to aid in outreach & education efforts and seeks technical assistance as needed to assist with the wide variety of efforts outlined in the work plan. Actively seeks to build on this funding for continued outreach & education needs at both project and regional scales.

## Contact Information

Holly Alpert, Ph.D.  
 Executive Director  
 Whitebark Institute for Interdisciplinary  
 Environmental Sciences  
 3577 Majestic Way  
 Bishop, CA 93514  
 (760) 914-3131  
[holly@whitebarkinstitute.org](mailto:holly@whitebarkinstitute.org)  
<http://whitebarkinstitute.org/>

Janet Hatfield  
 Forest Health Program Manager  
 Whitebark Institute for Interdisciplinary  
 Environmental Sciences  
 87 Mountain View Dr  
 Swall Meadows, CA 93514  
 (760) 914-3131  
[janet@whitebarkinstitute.org](mailto:janet@whitebarkinstitute.org)  
<http://whitebarkinstitute.org/>

## 6. Appendix A: Staff Resumes and Position Descriptions



Attachment A  
**Holly Alpert, Ph.D.**

3577 Majestic Way  
Bishop, CA 93514  
760.709.2212  
holly@whitebarkinstitute.org



## Education

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### **University of California, Santa Cruz**

#### **Ph.D., Environmental Studies (2009)**

- Dissertation Title: Climate Change Implications for Conifer Distribution and Water Resources Management in the Eastern Sierra Nevada, California

### **Wellesley College, Wellesley, MA**

#### **Bachelor of Arts, Environmental Science and American Studies (1997)**

- Graduated *cum laude*; activities included: theatre (directing, writing, technical work); Student Council to the Board of Trustees
- Conducted tree demography research within campus' forest patches resulting in management recommendations for college's landscape and grounds department
- Awarded Ethel L. Hersey Prize in American Studies for a play about women and AIDS
- Inducted into Sigma Xi, the Scientific Research Society

## Employment

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### **Regional Forest and Fire Capacity Program, Bishop, CA**

#### **January 2020 – present**

##### *Program Director*

- Started Regional Forest and Fire Capacity Program for the Eastern Sierra region (Inyo, Mono, and Alpine Counties) modeled after IRWM Program (see below)
- Gather relevant stakeholders interested in wildfire issues to discuss topics of common concern including projects and funding opportunities
- Assist in development of Eastern Sierra Climate and Communities Resilience Project by providing support to project lead, leading outreach and education team, and helping with grant proposals
- Awarded, through the Whitebark Institute, two CAL FIRE fire prevention grants in Inyo County and Southern California Edison grant focused on Mammoth Lakes

### **Inyo-Mono Integrated Regional Water Management Program, Eastern Sierra, CA**

#### **August 2008 – present**

##### *Program Director (July 2016 – present)*

- Coordinate all activities of Inyo-Mono Regional Water Management Group
- Represent Inyo-Mono IRWM Program at local, regional, and state meetings and conferences
- Seek funding for high-priority projects
- Ensure compliance with state rules and regulations regarding IRWM
- Perform outreach and correspondence with local, regional, and state stakeholders and agencies, including tribes and disadvantaged communities
- Manage state grants

##### *Program Manager (February 2011 – July 2016)*

- Responsible for managing day-to-day operations of IRWM Program, including overseeing staff
- Worked with water system managers to secure funding and technical resources for priority projects

Attachment A  
**Holly Alpert, Ph.D.**

- Responsible for incorporating climate change information and planning into Inyo-Mono IRWM Plan
- Lead grant writing efforts for Proposition 84 Planning and Implementation grants, securing \$2.2 million in grant funding for the region
- Served as Project Manager for CA Proposition 84 Rounds 1 and 2 Planning Grant and Disadvantaged Communities Grant; oversee all work of these grants
- Conducted public and targeted outreach meetings and served as primary point person for IRWM Program

*Project Assistant (August 2008 – February 2011)*

- Assisted in coordination and writing of Phase I Integrated Regional Water Management Plan for eastern Sierra region
- Served as point person for communication with 50+ stakeholders
- Organized monthly meetings for full stakeholder group and steering committee
- Prepared outreach materials and conduct outreach to new stakeholders

**California Rural Water Association, Sacramento, CA**

**June 2016 – present**

*Integrated Regional Water Management Program Coordinator*

- Conduct outreach to IRWM regions throughout CA
- Manage grants and oversee work for disadvantaged community involvement projects in eastern CA and southern CA

**Devils Postpile National Monument, Mammoth Lakes, CA**

**August 2009 – September 2010**

*Ecologist; Biological Sciences Technician*

- Responsible for developing natural resources program, including research, data/information management, and collaboration with research partners
- Assisted with writing of first-ever General Management Plan and Resources Stewardship Strategy
- Assisted in coordination of cold-air pooling project to assess possible impacts of climate change on the Monument
- Supervised summer climate change intern

**University of California Santa Cruz, Santa Cruz, CA**

**January 2004 – December 2008**

*Graduate Student Researcher*

- Examined ecological impacts of seawater and brackish water desalination through a CA Proposition 50 grant to Professor Brent Haddad, which included working with partners from Stratus Consulting
- Examined impacts of snow depth change as a proxy for projected climatic changes on vegetation communities in eastern California

**Earthwatch Institute, Mammoth Lakes, CA**

**Summer 2004, 2005, 2006**

*Resident/Research Assistant*

- Assisted project leader Dr. Michael Loik in hosting groups of exceptional high school students to participate in research at study sites in eastern California

**Oregon Humane Society, Portland, OR**

**May 2001 – May 2002**

*Development Assistant*

- Managed 40,000+-donor database; recorded daily donations and coordinated tribute

Attachment A  
**Holly Alpert, Ph.D.**

gift program; composed thank-you letters to donors; produced other correspondence as directed; served as a liaison between organization and donors

**Recreational Equipment, Inc., Tigard, OR, and Framingham, MA**

**June 1997 – May 2003**

*Positions held: Customer Service Specialist, Specialty Shop Manager, Specialty Shop Coordinator, Sales Specialist, Office Specialist*

Responsibilities included:

- Assisting customers in returns, ordering process, and other inquiries
- Meeting sales goals in Outdoorwear specialty shop; coordinating and delivering new training programs to staff; facilitating teamwork among all areas of the store; leading group meetings; coordinating day-to-day operations of the store
- Scheduling 15-30 staff on bi-weekly basis; writing and delivering performance reviews; interviewing, hiring, and training new employees; coordinating daily operations of one department
- Providing excellent customer service in the Bicycling, Paddling, Ski, Climbing, and Camping departments
- Assisting in Grand Opening of Framingham, Mass. location; implementing several office systems; banking and auditing of each day's sales

Teaching

**University of California, Santa Cruz, Santa Cruz, CA**

**Teaching Assistant, 2004-2006**

Plant Physiological Ecology, Political Economy and the Environment, Ecology, and Physical and Chemical Environment

**Guest Lectures**

UC Davis: Environmental Science & Management 121 (Water Science and Management)

- December 2013: Inyo-Mono Integrated Regional Water Management Program

UC Santa Cruz: Environmental Studies 80B (Ecological Forecast for Global Warming)

- Fall 2004: Climate Change Impacts on Freshwater, Marine Systems, and Agriculture
- Fall 2005: Climate Change Impacts on Agriculture and Food Security

UC Santa Cruz: Environmental Studies 162 (Plant Physiological Ecology)

- Winter 2006: Seed and Seedling Ecology

Peer-Reviewed Publications

- Dettinger, Michael, **Holly Alpert**, John Battles, Jonathan Kusel, Hugh Safford, Dorian Fougères, Clarke Knight, Lauren Miller, Sarah Sawyer. 2018. Sierra Nevada Summary Report. California's Fourth Climate Change Assessment. Publication number: SUM-CCCA4-2018-004.
- Loik ME, Griffith AB, **Alpert H**, Concilio AL, Wade CE, Martinson SJ. 2015. Impact of intra- vs. inter-annual snow depth variation on water relations and photosynthesis for two Great Basin Desert shrubs. *Oecologia* 10.1007/s00442-015-3224-7
- Loik, Michael E., Alden B. Griffith, **Holly Alpert**. 2013. Impacts of long-term snow climate change on a high-elevation cold desert shrubland, California, USA. *Plant Ecology* 214(2): 255-266.
- **Alpert, H.**, M.E. Loik. 2013. *Pinus jeffreyi* establishment along a forest-shrub ecotone in eastern California, USA. *Journal of Arid Environments* 90: 12-21.
- Loik ME, **Alpert H**, Griffith AB. 2010. Climate change and snow depth impacts on vegetation at the Great Basin Desert-Sierra Nevada ecotone. Pages 135-155 in Dallmeier F, Fenech A, MacIver D, Szaro R, eds. Climate change, biodiversity, and sustainability in the Americas. Washington, D.C.: Smithsonian Institution Scholarly Press.

## Holly Alpert, Ph.D.

- Griffith, A.B., **H. Alpert**, M.E. Loik. 2009. Predicting shrub ecophysiology in the Great Basin Desert using spectral indices. *Journal of Arid Environments* 74(3): 315-326.
- Patrick, Lisa, Jessica Cable, Daniel Potts, Danielle Ignace, Greg Barron-Gafford, Alden Griffith, **Holly Alpert**, Natasja Van Gestel, Traesha Robertson, Travis E. Huxman, John Zak, Michael E. Loik, David Tissue. 2007. Effects of an increase in summer precipitation on leaf, soil, and ecosystem fluxes of CO<sub>2</sub> and H<sub>2</sub>O in a sotol grassland in Big Bend National Park, Texas. *Oecologia* 151(4): 704-718.
- "Carbon Cycle" – a contributed article in *Encyclopedia of Environment and Society*, Sage Publications.

### Service/Volunteer

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#### **Sierra Nevada Climate Change Vulnerability Assessment Technical Advisory Group**

- July 2020 – present
- Led by Sierra Business Council

#### **Inyo County Animal Shelter**

- Cat kennel volunteer, January 2020 - present

#### **Amargosa Conservancy**

- Board of directors, 2013 - 2019
- President, 2015 - 2019
- Secretary, 2013-2015

#### **California 4<sup>th</sup> Climate Assessment**

- Sierra Nevada Region Report, 2018
- Focus: water resources impacts

#### **Humane Society Boulder Valley, Boulder, CO**

- Weekly volunteer cat kennel assistant, helping to socialize cats and ready them for adoption, 2015 - 2018

#### **California Department of Water Resources Climate Change Technical Advisory Group**

- 2012-2015; advised state water managers on issues related to climate change and local/regional water planning
- Co-author of report "Perspectives and Guidance for Climate Change Analysis"

#### **California Native Plant Society**

- Vice President and Program Chair, 2011-2014
- Served on Mary DeDecker grant program committee (Chair for one year)

#### **Sierra Classic Theatre**

- Board Member, 2007 – 2011
- Technical advisor; directing, acting, set building, lighting design
- Directed and coordinated annual murder mystery dinner fundraiser, 2007-2014

#### **Sierra Nevada Alliance Water and Climate Change Campaign Advisory Committee**

- 2009-2011

### References

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#### **Mark Drew, Ph.D.**

Director, Pacific Islands Region  
World Wildlife Fund

[mdrew@wwfpacific.org](mailto:mdrew@wwfpacific.org)

#### **Rick Kattelmann, Ph.D.**


Hydrologist  
Eastern California Water Association

[rick@inyo-monowater.org](mailto:rick@inyo-monowater.org)



# Janet Hatfield

## CONTACT INFORMATION

 (760) 914-3131

 [janet@whitebarkinstitute.org](mailto:janet@whitebarkinstitute.org)  
87 Mountain View Drive  
Swall Meadows, CA 93514

## EDUCATION

B.S. FORESTRY  
Minor: Fire Science  
Colorado State University  
Fort Collins, CO  
1997

Post Graduate Certificate  
Geographic Information Systems  
Pennsylvania State University  
2012

## VOLUNTEER/SERVICE

- Wheeler Crest Fire Safe Council  
CWPP Planning & Project  
Development
- Homeowner defensible space  
assessments
- Round fire community relief
- Yosemite SAR
- Yosemite Association  
wilderness intern

## TECHNICAL SKILLS

- Python
- Wix
- WordPress
- ESRI suite
- Microsoft suite

## PROFILE

Versatile, dedicated natural resource professional with diverse skill-set, admirable work ethic and unorthodox approaches to problem solving. Excellent organizational and communication skills and driven to achieve efficient paths toward economically conscious solutions.

Strengths: innovative problem solver, fresh thinker, team player and compassionate human being that can learn something from everyone

## PROFESSIONAL EXPERIENCE

### PROJECT MANAGEMENT

#### *Plumas Corporation/California Trout – 2011- Present*

Worked in a variety of roles within two non-profits dedicated to headwaters restoration in the Sierra Nevada. Through a multitude of projects and programs, gained a thorough understanding of the art of collaboration. Programs included working in disadvantaged communities with Integrated Water Resources Management (IRWM) focused teams as well as the development and support of the Sierra Meadows Partnership, a State level group committed to advancing the pace, scale and efficacy of meadow restoration through the Sierra Nevada.

Skills obtained and jobs performed include:

- Data collection, organization, management, QA/QC and analyses
- Assembled and managed Technical Advisory Committees (TACs) to solve complex problems using diverse backgrounds and expertise
- Grant administration (contracting, budget/deliverables tracking, invoicing, quarterly and final reporting)
- Technical writing (grant proposal development, planning documents, technical reports)
- Map generation and production (ESRI, Google)
- Course curriculum development and instruction
- Website design and administration (WordPress, Wix)
- Stakeholder meeting coordination and facilitation
- NEPA planning preparation, facilitation and oversight, including data collection for Biological Evaluation.
- Oversight of permit compliance for meadow restoration projects
- Geomorphic assessments of Sierra meadows using common survey methods (CRAM, AR scorecards, pebble counts, and groundwater elevations, channel cross sections, aerial reconnaissance)
- Communicated with USFS specialists on real world issues occurring on USFS lands and recommended solutions to improved management via technical reports
- Conflict resolution among various TACs and Teams to find common ground on which to move the project forward
- Subcontractor relations, management and communications
- CEDEN data submission
- Research support, field work, data assembly, logistics planning, and TAC communications
- Regulatory document library development

# Janet Hatfield

## REFERENCES

### Mark Drew, PhD

World Wildlife Fund  
Director Pacific Islands Region  
[mdrew@wwfpacific.org](mailto:mdrew@wwfpacific.org)

### Luke Hunt, PhD

Filed Operations Manager  
Sierra Nevada Conservancy  
[Luke.Hunt@sierranevada.ca.gov](mailto:Luke.Hunt@sierranevada.ca.gov)

### Alisa Ellsworth

California Dept. of Fish and Wildlife  
Senior Environmental Scientist  
Lands North Program  
[Alisa.Ellsworth@wildlife.ca.gov](mailto:Alisa.Ellsworth@wildlife.ca.gov)

### Dan Warthin

National Park Service  
Regional Wildland Fire Specialist  
[dan\\_warthin@nps.gov](mailto:dan_warthin@nps.gov)

## WILDLAND FIRE MANAGEMENT

### *National Park Service, Bureau of Land Management 1994-2006, 2015/2016*

Employed as Forestry Technician (Fire), Biological Science Technician (Botany), and Park Ranger (Climbing, Wilderness), in eight different National Parks throughout the Western US and Alaska. Acquired an abundance of skills working collaboratively with diverse personalities, in a wide variety of different settings. Authored multiple Fire Management Plans while working in AK, including NEPA and ANILCA compliance.

Skills obtained and jobs performed include:

- Plant taxonomic identification
- Aviation management
- Wilderness education
- Fire suppression
- Prescribed fire planning
- Prescribed fire implementation
- Wildland Fire Use monitoring
- Fire Prevention
- Training instruction/coordination
- Data collection, management and Analysis specific to fire ecology
- MTBS- CBI Pilot Study, AK
- Spatial data collection
- Program budget tracking
- Resource driven planning
- ArcView/ArcGIS/ArcMap
- Inter-agency cooperation
- High angle search and rescue
- Technical report/plan writing
- OHV safe operations
- Map and compass orienteering
- NEPA Planning
- Resource education
- Trail maintenance
- Lead campfire programs
- Advanced logistics planning

## CONSTRUCTION MANAGEMENT

### *Carpenter- Owner/Builder 2007-2010*


Worked as an apprentice carpenter to learn skills of the trade and formulate relationships with subcontractors with specialties needed for home construction. Worked with draftsman to design and permit building plans for single family residence in Mono County. Served as general contractor for my personal residence which was completed over a 2-year period. Managed budget, schedule and all subcontractors to see that work was conducted to plan specifications. Worked with Mono County building dept. to pass required inspections. Solved for unanticipated challenges as necessary to keep project on track and within budget. Managed all logistical challenges of ordering materials and contractors to ensure a timely finish.



# Kelsey Glastetter



## CONTACT INFORMATION

 (714) 745-6317

 Kelseyglastetter@gmail.com

## EDUCATION

B.S. ENVIRONMENTAL  
MANAGEMENT AND PROTECTION  
Minor: Biology emphasis on Wildlife  
California Polytechnic State  
University, San Luis Obispo  
June 2018

Study Abroad Program  
Wildland Studies  
Program focus: Ecology and  
Conservation  
Peru, Fall 2016

## ATTRIBUTES

- Excellent administrative and organizational abilities
- Honest, reliable, a "go-getter"
- Fast learner with a keen desire to continuously expand knowledge
- Stellar interpersonal communication skills
- Ability to think outside of the box and problem solve

## TECHNICAL SKILLS

- Microsoft Office Suite
- Esri ArcGIS
- Airtable
- Technical Writing
- Website Management

## PROFILE

An outgoing and detail-oriented individual who displays exemplary skills in the areas of leadership, collaboration, communication, and building and maintaining positive relationships. Passionate leader driving change in sustainability and stewardship of the environment.

## PROFESSIONAL EXPERIENCE

### SIERRA CORPS FORESTRY FELLOW

*Sierra Nevada Alliance & Plumas Corporation*  
*Eastern Sierra Nevada, California Jan. 2021 – Current*

- Supports project management of the Eastern Sierra Climate & Communities Resilience Project, a landscape-scale forest restoration project
- Collaborates to build resilient landscapes and a fire-adapted community through addressing regional challenges and limitations
- Working to expand capacity and leadership in the Eastern Sierra to increase the pace and scale of forest restoration in the region
- Engages with project stakeholders and partners in the Eastern Sierra through stakeholder communication, outreach, and meeting facilitation
- Advances grant management, invoicing, and progress reporting
- Aided in the development of grant applications, work plans, and requests for proposals

### ASPEN ECOLOGY TECHNICIAN

*University of Nevada, Reno, NV Jun. 2020 – Sept. 2020*

- Collected forest health data of Aspen stands in the Eastern Lake Tahoe Basin to assess the impact of a non-native defoliator
- Coordinated data collection in field sites, conducted lab data measurements, managed plot data, and performed an analysis of field data

### FIELD CREW LEAD / FIELD BOTANIST

*Ecosystem Management, INC. Navajo Nation, AZ Jul. 2018 – Sept. 2018*

- Managed a crew in backcountry environment to determine productivity and composition of field sites on the Navajo Nation to create land management plans for the Bureau of Indian Affairs
- Performed and coordinated administrative duties for the project

### CAMPUS REPRESENTATIVE

*Wildland Studies, SLO, CA Oct. 2017 – Apr. 2018*

- Established a strong comprehensive presence on Cal Poly's through organizing campus information sessions regarding Wildlands Studies research-based study abroad programs
- Worked to formalize the relationship between Wildlands Studies and Cal Poly through strategic and systematic communication with key stakeholders

### COMMUNITY ADVISOR

*California Polytechnic State University Housing, SLO, CA Aug. 2015 - Jun. 2016*

- Developed and logistically coordinated outreach events and educational experiences for residents of the community
- Fulfilled administrative duties and tasks that supported the operations of the community including facilities, accommodations, and budget management



***TBD-Outreach & Education Coordinator***

If selected for Project Management services, Whitebark will immediately recruit an Outreach & Education Coordinator. Desired skills for this position include:

- Master's or bachelor's degree in Forestry or Natural Resource science with a minimum of 3(Master's) to 5 (Bachelor's) years professional experience in this field
- Enthusiastic, community-oriented individual, with a passion for connecting community to healthy forests and watersheds
- Ability to translate complex scientific ecological concepts for diverse audiences
- Experience and skills creating engaging content for outreach tools including social media, websites, mailers, events, and more
- Excellent skills in interpersonal relationships, organizational effectiveness, and community outreach
- Well organized, self-starter, detail-oriented, and adaptable with the ability to manage both routine and complex tasks simultaneously
- Familiarity with community outreach and engagement techniques for diverse audiences, and K-12 California environmental education standards
- Proven ability to work with diverse partners in finding common ground
- Knowledge of conflicting media messages surrounding ecological forest restoration and fire management, and the uses of these practices as tools to combat climate change
- Experience or interest in working with and leading volunteers in data collection and/or stewardship activities
- Ability to prepare meeting materials and presentations and assist in facilitating meetings. Excellent writing, presentation, and public relations skills.
- Ability to work independently, establish work priorities and manage time effectively
- Bilingual desired
- A valid CA Driver's License and ability to pass background check including a good driving record. Must have own vehicle, mileage reimbursement available





## STAFF REPORT

**To:** ESCOG Joint Powers Authority  
**From:** Elaine Kabala, ESCOG Staff  
**Subject:** California Hazard Mitigation Program Funding Opportunity  
**Meeting date:** December 10, 2021  
**Prepared on:** December 3, 2021  
**Attachments:** A) California Hazard Mitigation Program Funding Opportunity Notice

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### **BACKGROUND/HISTORY:**

The California Governor's Office of Emergency Services (CalOES) is pleased to announce the 2021 funding opportunity for FEMA's Hazard Mitigation Grant Program (HMGP). This opportunity provides funding for communities to implement mitigation activities to reduce risk to life and property from natural hazards. In CA, natural hazards include wildfire, earthquake, drought, extreme weather, flooding, and other impacts of climate change. HMGP funding can also support the development of Local Hazard Mitigation Plans (LHMP) and project scoping activities.

Interested applicants must submit a Notice of Interest (NOI) via the Engage Cal OES Portal prior to submitting a subapplication. All NOIs must be submitted by December 31, 2021. NOIs submitted after this date will be considered for the next available funding opportunity. Cal OES will review NOIs for eligibility and then invite subapplicants with eligible projects to submit full grant subapplications, also via the Engage Cal OES Portal. Cal OES will review all subapplications and submit projects to FEMA in accordance with the State's priorities. FEMA will then review the submitted applications for programmatic and environmental and historic preservation (EHP) compliance prior to obligating funds.

### **ANALYSIS/DISCUSSION:**

Cal OES will select projects for funding based on the following priorities.

- Projects that will create or update Local Hazard Mitigation Plans.

- Large projects (>\$10M in federal share) that achieve one or more of the following objectives:
  - Protect a disadvantaged community;
  - Implement a nature-based solution to reduce risk and/or advance climate adaption goals;
  - Advance whole community risk reduction;
  - Protect large critical infrastructure;
  - Implement home hardening and/or large-scale community defensible space projects; and/or
  - Enhance resiliency by complimenting previously implemented mitigation actions (previous actions do not need to be funded through Cal OES but should be described in detail).
- Small projects (<\$10M in federal share) that achieve the following objectives:
  - Protect a disadvantaged community;
  - Implement a nature-based solution to reduce risk and/or advance climate adaption goals;
  - Advance whole community risk reduction;
  - Protect large critical infrastructure;
  - Implement home hardening and/or large-scale community defensible space projects; and/or
  - Enhance resiliency by complimenting previously implemented mitigation actions (previous actions do not need to be funded through Cal OES but should be described in detail).
- All other eligible projects.

**BUDGET IMPACTS:**

None.

**LEGAL REVIEW:**

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

**RECOMMENDATION:**

Staff requests the Board provide direction to staff to submit an NOI.



**Eastern Sierra Council of Governments (ESCOG)  
Joint Powers Authority Agenda**

**STAFF REPORT**

**To:** ESCOG Joint Powers Authority  
**From:** Grace Chuchla, ESCOG Counsel  
**Subject:** Discussion and approval of 2022 ESCOG JPA Meeting Schedule  
**Meeting date:** December 10, 2021  
**Prepared on:** December 1, 2021  
**Attachments:** A) ESCOG JPA 2022 Meeting Schedule

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**BACKGROUND/HISTORY:**

The Eastern Sierra Council of Governments Joint Powers Authority (ESCOG JPA) meets on the second Friday of every other month. The meetings are in part scheduled on the second Friday to facilitate participation in Eastern Sierra Transit Authority Meetings, which also fall on the second Friday of the month following the regular ESCOG meeting.

The proposed meeting schedule for 2021 is included below and also in Attachment A – ESCOG JPA meeting schedule. Please note that as long as the ESCOG JPA meetings continue to be held via Zoom, public access to the meetings in person will be available in the Mammoth Lakes Town Council Chamber, no meetings will be held in the Bishop City Council Chamber while utilizing Zoom. The proposed schedule does not include Special Meetings that will be necessary to make the appropriate findings for virtual meetings every 30 days under AB 361.

Friday, February 11	8:30 AM	Mammoth Lakes Town Council Chamber
Friday, April 8	8:30 AM	Bishop City Council Chamber*
Friday, June 10	8:30 AM	Mammoth Lakes Town Council Chamber
Friday, August 12	8:30 AM	Bishop City Council Chamber*
Friday, October 14	8:30 AM	Mammoth Lakes Town Council Chamber
Friday, December 9	8:30 AM	Bishop City Council Chamber*

**BUDGET IMPACTS:**

None.

**LEGAL REVIEW:**

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

**RECOMMENDATION:**

Staff recommends the ESCOG Board discuss the proposed 2022 meeting schedule, make modifications as needed, and approve.



## EASTERN SIERRA COUNCIL OF GOVERNMENTS JPA MEETING SCHEDULE – 2022

Friday, February 11	8:30 AM	Mammoth Lakes Town Council Chamber
Friday, April 8	8:30 AM	Bishop City Council Chamber*
Friday, June 10	8:30 AM	Mammoth Lakes Town Council Chamber
Friday, August 12	8:30 AM	Bishop City Council Chamber*
Friday, October 14	8:30 AM	Mammoth Lakes Town Council Chamber
Friday, December 9	8:30 AM	Bishop City Council Chamber*

*\*Please note that as long as the ESCOG JPA meetings continue to be held via Zoom, public access to the meetings in person will be available in the Mammoth Lakes Town Council Chamber, no meetings will be held in the Bishop City Council Chamber while utilizing Zoom.*



## STAFF REPORT

**To:** ESCOG Joint Powers Authority

**From:** Elaine Kabala, ESCOG Staff

**Subject:** Update on the Sustainable Recreation and Tourism Initiative (SRTI)  
Eastern Sierra Recreation Partnership (ESSRP)

**Meeting date:** December 10, 2021

**Prepared on:** December 3, 2021

**Attachments:** A) Prospectus for Future Investments 2021 – 2031

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### **BACKGROUND/HISTORY:**

On March 7, 2019, the Sierra Nevada Conservancy (SNC)'s Governing Board authorized \$618,750 of Proposition 68 funds for the "The Eastern Sierra Sustainable Recreation Partnership: Sustainable Recreation and Tourism Initiative" to benefit the SNC's Eastern sub-region. The Governing Board's action demonstrated a pioneering commitment to California's rural outdoor recreation economy and the natural resources that make it possible. The SRTI includes four tracks: 1) Regional Recreation and Stakeholder Engagement, 2) Climate Adaption and Resilience Assessment, 3) Connection to the Eastern Sierra, and 4) Project Prioritization and Implementation Plan. The SRTI is scheduled for completion in December 2021.

### **ANALYSIS/DISCUSSION:**

Over a series of meetings in 2021, the Eastern Sierra Sustainable Recreation Partnership worked collaboratively in facilitated sessions to identify the components of a Portfolio of Projects eligible for funding via local and "out-of-region" financial opportunities guided by the ESSRP's "Prospectus for Future Investments 2021 – 2031". The SRTI is currently providing technical assistance for the development of the following eight identified projects from the portfolio for the funding applications:

Project Sponsor	Funding Opportunity	Status
Buttermilk Infrastructure and Recreation Planning Initiative		
ESCOG	National Fish and Wildlife Foundation Grant	<b>Awarded</b> (\$247,300)

Project Sponsor	Funding Opportunity	Status
Visitor Connection Package		
ESCOG	TBD	Pending
Regional Recreation Capacity		
ESCOG	TBD	Pending
Eastern Sierra Campground Improvements		
ESCOG	TBD	INF Campground Business Plan Completed
Eastern Sierra Connected Communities Trails Plan		
ESCOG	SNC: Resilient Sierra Nevada Communities	<b>Recommended for Award</b> (\$388,966)
Dispersed Camping Mitigation: Camp Like a Pro		
Mono County	TBD	Pending
Climate Change Mitigation and Adaptation for Sustainable Recreation		
ESCOG	Bay Area Council Foundation: California Resilience Challenge	Application submitted (\$275,000)
Eastern Sierra Scenic Byway Kiosks		
ESCOG	Caltrans Clean California Grant	Pending

**BUDGET IMPACTS:**

There are no budget impacts associated with this update.

**LEGAL REVIEW:**

ESCOG Counsel Grace Chuchla has reviewed this item and found that it complies with the law.

**RECOMMENDATION:**

Staff recommends that the Board receive an update on the activities of the SRTI.

Attachment A

EASTERN SIERRA SUSTAINABLE RECREATION PARTNERSHIP

# PROSPECTUS

FOR FUTURE INVESTMENTS 2021-2031



## PROJECT SELECTION & IMPLEMENTATION GUIDES

FEASIBILITY FUNDING REQUIREMENTS	REGIONAL LEADERSHIP GUIDING PRINCIPLES	PILLARS "THAT WHICH WE SHALL ALWAYS DO"
<p>SELECTED PROJECTS SHOULD:</p> <ul style="list-style-type: none"> <li>Maintain existing assets</li> <li>Reflect strategic alignment</li> <li>Ensure full cost recovery</li> <li>Support operational capacity</li> <li>Demonstrate public demand and support</li> <li>Address environmental / climate /economic sustainability</li> </ul>	<p>WE WILL COLLABORATIVELY PRIORITIZE:</p> <ul style="list-style-type: none"> <li>Maintenance of what is there near and long term</li> <li>Shared goals across boundaries</li> <li>Shared responsibility for long term asset management</li> <li>Financial or match contribution from all partner agencies</li> <li>Meeting local needs in a regional context</li> <li>Protection of the region's natural and cultural resources</li> <li>Best investment(s) for equity, inclusivity, diversity</li> </ul>	<p>PROJECT SELECTION MUST:</p> <ul style="list-style-type: none"> <li>Operate within a cohesive local need and regional benefit approach</li> <li>Be driven by effective collaboration to achieve measurable results</li> <li>Manage visitor capacity to support responsible recreation</li> <li>Protect/Preserve public lands, including biological, and cultural resources</li> </ul>